Putting People First

2012/13 CLBC Annual Report

COMMUNITY LIVING
BRITISH COLUMBIA

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Vision

Community Living British Columbia (CLBC) is a recognized leader in supporting adults with developmental disabilities to live good lives in welcoming communities.

Mission

In partnership with our stakeholders, CLBC facilitates and manages a responsive and sustainable network of supports and services that assists more than 15,000 adults with developmental disabilities and their families to be full participants in their communities.

Values

- respect for individuals, families, partners, and staff
- results matter
- excellence through innovation and knowledge creation
- open minds
- value for money

Putting People First

"BC People First's goals are to promote equality for all, speak for ourselves, make our own decisions and educate the community about our movement and our issues."

– BC People First presentation to CLBC Board of Directors Richmond BC, November 21, 2012

BC People First is one of the province's largest self-advocacy organizations. This year's Annual Report theme is inspired in part by their November 2012 presentation to the CLBC Board and the ongoing work of all volunteer-based self advocate organizations across British Columbia that are putting the people we serve first in planning and decision-making.

About Community Living British Columbia (CLBC)

- Established as a BC Crown Corporation under the *Community Living Authority Act* in 2005
- Annual budget of $745 million (2012-2013) - 93 per cent directed to services for individuals and families
- Delivering wide range of services for over 15,000 adults with developmental disabilities
- Services delivered through a network of over 3,000 services providers across the province
- Supports and services range from needs assessment and liaison with community organizations to direct services such as residential care and home sharing

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COMMUNITY LIVING
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Message from CLBC Board Chair

On behalf of the Board of Directors for Community Living British Columbia (CLBC), I am pleased to present our Annual Report for 2012/13.

Putting People First

The theme of this year's report, *Putting People First*, reflects CLBC's focus over the past 12 months on always ensuring the perspectives of the people we serve are our first priority in decision making. This means embracing the abilities of people with developmental disabilities and the views of their families and loved ones.

In addition to demonstrating specific examples of how we are putting people first in decision making, this report provides an organizational overview of CLBC that includes information on:

- performance outcomes
- recap of 2013-2016 CLBC Service Plan
- update on CLBC Strategic Plan
- financial report
- accountability statement

Performance Outcomes

Over the past year, we have improved performance outcomes across the organization, with an emphasis on the following areas:

Improving service quality

CLBC has re-invigorated our commitment to a culture of continuous quality improvements through a series of measures identified in this year's annual report. This work is centered on listening to the people we serve and using informed data to constantly improve what we do. Of course, another central focus of our work has been co-operation with the Ministry of Social Development and Social Innovation (SDSI) regarding the development of a one government approach to the delivery of services to people we serve and funding for front-line services and improvements to CLBC's complaints resolution process.

Increasing employment services, planning and supports

In response to an increasing demand for employment services, CLBC introduced a comprehensive Community Action Employment Plan in March 2013 to coincide with the third anniversary of Canada's decision to adopt the United Nations Convention on the Rights of Persons with Disabilities. This three year strategy adopts the recommendations of the customized employment pilot project we highlighted in last year's annual report and reflects feedback from an ongoing consultation process with government Ministries, service providers, employers, self advocates, educators and families.

Increasing engagement

Improving the quality of CLBC service starts with listening to the people we serve and work with every day. This includes self advocates, families, service providers, government and other community partners. We are creating internal mechanisms to enhance our ability to be a more responsive, transparent and accountable organization. We are establishing a more proactive approach to stakeholder communication that increases our emphasis on two-way dialogue, open Board meetings and rapid response to emerging sector trends.

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Message from CLBC Board Chair

2013-2016 Service Plan

This year's Annual Report also provides an update on CLBC's Service Plan targets, sector issues affecting performance, risks, opportunities and successes:

Service target variations

CLBC is providing services to more British Columbians than ever before, in all categories of service delivery. In most cases we are achieving the targets we established in last year's service plan as they relate to service quality and safeguards. In the case of employment, our service target has been improved to create 1,200 new employment opportunities for the people we serve over the next three years.

Sector issues affecting performance

Demographic pressures and technology gains drive demand for CLBC services. With more children surviving to adulthood, an aging population and increasing public expectations, caseload and service expectations are increasing each year. In the case of transitioning youth, meeting their expectations requires an increased emphasis on performance measures related to employment.

Risks, opportunities, challenges and successes

The number of adults with developmental disabilities who have registered with CLBC has grown by 5.7 per cent over the past fiscal year and increased by 32.6 per cent over the past five years. The annual rate of growth is expected to decline only slightly over the next several years. Other provincial jurisdictions providing similar supports and services to those funded by CLBC are also experiencing these same risks and challenges. This annual report identifies the innovations and work CLBC is promoting to make sure challenges become opportunities and front-line services are better coordinated and more efficient for the people we serve.

Strategic Plan Update

This year's Annual Report includes an implementation overview of our strategic plan (2012-2015) that captures the comprehensive approach we have developed to address the challenges and sector trends we have identified together with the people we serve and all of our other key stakeholders. Our strategic outlook is focused on:

Enhancing participation and citizenship

Over the past year, we have introduced a number of measures to enhance participation and citizenship for the people we serve. These have focused on person-centred funding supports and services, full participation in community life and employment.

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Message from CLBC Board Chair

Aligning with One Government Approach

In 2011 a deputy ministers' review *"Improving Services to People with Developmental Disabilities"* examined the totality of government supports and investments. It included a set of 12 comprehensive recommendations that CLBC has supported over the past year. This work has focused on seamless services, transparency, accountability, equity and reaffirming our mission and vision.

Promoting Innovation

CLBC is well positioned to be a promoter and facilitator of innovation. Our community partners and staff demonstrate innovation in action on a daily basis. Over the past year, we have taken the to ensure these best practices are identified, catalogued, evaluated and communicated. This work has focused on being resilient in the face of existing and emerging sector challenges, updated business practices and evolving technology systems.

Financial Report

By the end of 2012/13, our staff and service providers were supporting 15,055 adults with developmental disabilities and 513 individuals eligible for services through the Personalized Support Initiative (PSI). We are pleased to report that CLBC closed the fiscal year with a balanced budget on expenditures of $745 million. This includes $695 million for programs and services that was spent directly on the people that we support, a full 93 per cent of our total funding.

Accountability Statement

CLBC's 2012/13 Annual Report was prepared under my direction in accordance with the *Budget Transparency and Accountability Act* and the BC Reporting Principles. We are accountable for the contents of the report, including what has been included in the report and how it has been reported. The information presented reflects the actual performance of CLBC for the twelve months ended March 31, 2013 in relation to the Service Plan published in March 2012. The measures presented are consistent with CLBC's mandate, goals and strategies, and focus on aspects critical to the organization's performance.

The Board is responsible for maintaining internal controls to ensure performance information is measured and reported accurately and in a timely fashion. All significant decisions, events and identified risks, as of March 31, 2013, have been considered in preparing the report. The report contains estimates and interpretive information that represents the best judgment of management. Any changes in mandate, direction, goals, strategies, measures or targets made since the 2012/13 Service Plan was released and any significant limitations in the reliability of data are identified in this report.

Yours truly,

Denise Turner

Organizational Overview

COMMUNITY LIVING BRITISH COLUMBIA

Community Living British Columbia (CLBC) is a Crown Corporation that funds supports and services that meet the disability-related needs of eligible individuals and their families in British Columbia. We serve two groups:

- Adults with a diagnosis of developmental disability as assessed by a registered psychologist, using the criteria established in the Diagnostic and Statistical Manual of Mental Disorders; and
- Adults with significant limitations in adaptive functioning and a diagnosis of Fetal Alcohol Spectrum Disorder (FASD) or Autism Spectrum Disorder (ASD; also known as Pervasive Developmental Disorder).

This section of the Annual Report includes an overview of how CLBC is organized to achieve our mission, vision and goals, and focuses on:

- guiding framework
- Ministry letter of expectation
- serving people first
- delivering services across the province
- ensuring accountability
- corporate governance

Guiding Framework

CLBC is accountable to the Province through the Minister of Social Development and Social Innovation and is mandated under the *Community Living Authority Act* to develop operational policies, ensure standards are met and provide a range of supports and services for eligible adults with developmental disabilities.

Letter of Expectations

Each year, our work is guided by a Letter of Expectations (GLE) from the Minister of Social Development and Social Innovation that describes the relationship between CLBC and the Province and mandates direction from government. The GLE ensures a mutual understanding on governance issues, mandate, core services, strategic priorities and performance expectations. It is reviewed annually and updated as required.

Serving People First

CLBC is responsible for funding supports and services that meet the disability-related needs of eligible adults and their families. As of March 31, 2013:

15,055 adults with a developmental disability were registered for service with CLBC:

- 5,683 were receiving residential and community inclusion services;
- 805 were receiving support for independent living and community inclusion services; and
- The majority of the remaining 8,567 adults and families were receiving community inclusion services and respite, or other services such as assistance to develop a support plan.

513 adults with FASD or ASD were registered with CLBC under the Personal Supports Initiative:

- 87 were receiving shared living and community inclusion services;
- 85 were receiving supports for independent living and community inclusion; and
- 341 were receiving community inclusion services or other CLBC services such as planning assistance.

See page 18 for more information on the Personalized Supports Initiative (PSI).

CLBC Staff: 466 total Full Time Equivalents (FTEs)

336 FTEs in regional offices across the province

96 FTEs in CLBC head office

34 FTEs at the Provincial Assessment Centre

Organizational Overview (cont'd)

Delivering Services

In 2012/13, CLBC managed $745 million in operating expenditures with 93 per cent spent directly on disability-related supports and services.

Our contracted service providers support people with developmental disabilities and their families in a number of important ways, including:

- meeting disability-related needs and reducing vulnerability
- helping families stay connected
- supporting people to participate in all areas of community life
- enabling people to connect with personal support networks

This network of 3,300 service providers across the province includes non-profit and private agencies and individual caregivers providing family support, residential and community inclusion services, life-skills training and employment support. Professionals and independent contractors also deliver services such as behavioural support.

Individuals and families also have the option of individualized funding, which allows the direct purchase of services that are approved as part of their support plan, or to work with a service provider through a host agency agreement that assists in arranging, purchasing and managing services.

Supporting People, Ensuring Accountability

The key beliefs that guide our service delivery approach are:

- contributing and being included in community enhances quality of life
- opportunities to contribute are increased by using the same services as people without disabilities
- informal support provided by families, friends and neighbours helps people access the wider community
- person-centred planning helps people access a range of funded supports that achieve things that are important to and for the person

Our dedicated staff across the province work with families to prepare support plans that meet the needs of the people we serve and establish appropriate accountability measures.This skilled network of professionals includes:

Facilitators

CLBC facilitators are the first point of contact for people seeking support from us. To develop effective and customized plans for families, facilitators:

- work directly with people to get to know them better
- promote a person-centred approach to planning
- develop an individual support plan that describes hopes, dreams, strengths and needs
- act as a link to informal community supports, general services and funded supports
- work with communities to promote inclusive recreational, volunteer and employment opportunities

Community Planning and Development Managers

CLBC Community Planning and Development managers are responsible for the the overall operation of our offices across the province. They oversee the ongoing collaborative development of plans to support community living services for adults with developmental disabilities and their families.

Analysts

CLBC analysts balance the allocation of resources with a variety of competing needs. They develop and monitor contracts with service providers to ensure cost-effectiveness and quality. They promote innovative support options and ensure crisis response capabilities are available in service areas.

Quality Service Managers

CLBC Quality Service managers work with the network of service providers to make decisions on requests for funding for supports and services.

15,055 adults with a developmental disability were registered for service with CLBC

5,683 individuals were receiving residential support and community inclusion services

513 adults with FASD or ASD were registered with CLBC under the Personalized Supports Initiative (PSI)

Putting People First: CLBC provided supports and services to more people in 2012/13 than in any previous year since its establishment in 2005.

Organizational Overview (cont'd)

Adults and Families

We use a person-centred approach to develop support plans that honour individual choice within policy guidelines. Depending on their unique needs and goals, eligible adults and their families can access different types and levels of our support, including:

- residential support
- community inclusion services
- respite
- specialized behavioural and mental health services
- access to employment

Residential Support

CLBC supports the people we serve to live as fully and independently as possible in the community. Funding and the type of support provided depend upon each individual's needs, support preferences and preferred home environment. Residential supports include:

Supported Living - Assistance for people living independently in the community who own, lease, or rent their own homes. Services include outreach support and cluster living.

Home sharing - Person shares a home with contracted service provider to provide ongoing support. The person we serve will either live in the contractor's home or a contractor will live in the person's home.

Group homes – 24 hour support for daily living to a person or group by a team of staff.

Community Inclusion

CLBC provides funding to assist adults with developmental disabilities to develop social and life skills that lead to greater independence. These services include employment, skill development, community group and home-based services.

Support for Aboriginal People

We have a special focus on supporting safe and culturally appropriate supports for Aboriginal people in a way that recognizes the importance of Aboriginal traditions, the knowledge and experience of communities, and the challenges facing people with developmental disabilities.

This work includes employing an Aboriginal Advisor and working with a cross-province Aboriginal Advisory Council to ensure ongoing positive collaboration with Aboriginal people and their communities.

Respite

Respite provides families with a break from the challenges of care giving. Families can use respite service in the manner that best suits their own circumstances. We provide funding to families that wish to coordinate their own respite or contract a community-based agency to coordinate services.

Specialized Behavioural and Mental Health Services

CLBC operates the Provincial Assessment Centre, a tertiary care mental health assessment and treatment centre serving individuals over 14 who have a developmental disability and a mental health issue. A 10-bed facility in Burnaby provides an assessment period of up to 90 days, with a six-month community follow-up. Services include diagnosis, treatment, care planning and community consultation.

Putting People First: In Dec. 2012 and Jan. 2013, CLBC asked families registered to receive supports about the quality and responsiveness of services. See the survey results beginning on page 19.

1,200	individuals and care givers were surveyed in 2012/13
69%	of all those surveyed were satisfied with the services received from CLBC
63%	of families were satisfied, compared to 55 per cent last year

Organizational Overview (cont'd)

Family Support

CLBC provides direct support for people helping an adult family member with a developmental disability. Services are designed to enhance the person's quality of life and strengthen the family's ability to manage. Services include psychological and behavioural services, homemaking and coordination.

Safeguards

We actively promote safeguards to support our commitment to ensure the well-being of the people we serve and support either at home, at work or anywhere in their community. Some examples include:

Legislative - CLBC enforces legislated standards as described in the *Community Living Authority Act*, monitoring, external reviews and a complaints policy. As a designated agency under the *Adult Guardianship Act*, we also respond to allegations of abuse and neglect towards adults with developmental disabilities.

Online - CLBC helps people safely enjoy the benefits of social media to stay connected with friends and family through icanbesafeonline.com - Canada's first website dedicated to educating adults with developmental disabilities access the Internet safely.

Public Awareness - We promote informal safeguards that help people stay safe in the community through their connections to family, friends and neighbours. During the October 2012 Community Living Month, we continued our very successful *Start with Hi* public education campaign to help British Columbians realize that small actions like saying Hi play a role in increasing the safety of people with developmental disabilities.

Engaging Stakeholders

Over the past year, we have increased efforts to improve two-way communication with our most important stakeholders:

- **Individuals and Families** - In addition to daily contact with front-line staff and regular meetings with self advocate organizations, we sponsor an annual satisfaction survey of 1,200 individuals and their care givers. Accredited CLBC funded agencies also conduct annual surveys.
- **Community Councils** - Councils collaborate with community partners to support full participation of the people we serve in community life. Membership includes adults with developmental disabilities, family members, service providers and citizens from all walks of life. See page 8 for more.
- **Provincial Advisory Committee** - An Advisory Committee to CLBC's Board includes an adult with a developmental disability or a family member from each Community Council. They provide advice to the Board on key provincial issues.
- **Service Providers** - CLBC communicates with service providers through e-mail messages, newsletters, regular website updates and direct discussions related to contract administration. Our senior management team works with service provider associations on emerging sector issues.
- **Staff** - We are improving two-way communication with staff and listening to concerns regarding workload pressures associated with new initiatives. We conduct an annual survey of employees to identify successes to promote and problems to resolve.

Putting People First: The second phase of CLBC's *Start with Hi* campaign was launched in October 2012 to mark Community Living Month. Online followers include Ellen DeGeneres and Lady Gaga. To learn more, visit www.StartwithHi.ca.

Organizational Overview (cont'd)

Engaging Stakeholders - Strengthening Community Councils

Background

In 2006, Community Living BC established a network of volunteer Community Councils across the province to support local initiatives that promote community inclusion, citizenship and full participation of people with developmental disabilities. In partnership with CLBC, Councils initiate and support activities to improve:

- awareness of and support for inclusion and full participation of people with developmental disabilities in community
- understanding of local issues within the larger community, which may include the removal of barriers to inclusion
- ability of the community to include and informally support people with developmental disabilities to live good lives in welcoming communities
- identification of province-wide barriers to inclusion and citizenship for people with developmental disabilities

2012 Task Force Report

In April 2012, a special Task Force was established with CLBC's Provincial Advisory Committee (PAC) to review the working relationship between Councils and CLBC and make recommendations on how this collaboration can be strengthened.

In the fall of 2012, CLBC's Board of Directors received the Task Force's report '*Strengthening Community Councils*'. The report included five key recommendations:

1. Develop and implement a comprehensive and timely communication plan to improve communication(s) between the Board, PAC and Councils.

2. Assign responsibility and accountability to regional directors and local managers to support and encourage Councils in fulfilling their Terms of Reference.

3. Amend the Terms of Reference of Community Councils to include: "*Community Councils are encouraged to act in an informative/ advisory role at the local and regional levels.*"

4. Develop and implement strategies to sustain Councils based on best practices throughout the province

5. Immediately implement a one-time, one-year term extension for individual Council members.

Strengthening Community Councils:

Task Force Recommendations Report – July 2012

CLBC Response

In November 2012, CLBC's Board of Directors accepted all five of the Task Force's key recommendations and established a project committee to oversee the implementation of the plan over the coming 12-18 months which includes senior CLBC staff and Council representatives.

In January 2013, CLBC's Board approved changes to the Community Council's Terms of Reference as proposed in the Report and monthly conference calls have been initiated with senior CLBC staff and Council Chairs to discuss current issues and provide progress reports on implementation of the Report's recommendations.

Community Councils across BC

Thompson Cariboo
Central Upper Island
North Region
North Okanagan Shuswap
Richmond
Surrey/Delta
Upper Fraser
Simon Fraser
Central and South Okanagan
South Island
Kootenay
Vancouver
North Shore

Organizational Overview (cont'd)

CLBC across the Province

Our offices across the province are responsible for specific geographic areas incorporating several communities and staffed with facilitators, analysts, a manager and administrative support staff.

These offices also serve as a resource for people to find information, obtain advice and learn more about planning support.

Connect with CLBC

facebook.com/CLBC.selfadvocates
A place for self advocates and their supporters to share stories and meet friends

facebook.com/CLBC.families
A place where families can connect with each other to share stories, information and resources

twitter.com/clbc_connect
A place to connect with all of CLBC's communities

youtube.com/communitylivingbc
A place to watch and comment on CLBC's videos and stories

facebook.com/StartwithHi
The official Facebook Page of CLBC's *Start with Hi* initiative, www.startwithhi.ca

facebook.com/safeonlineCLBC
The official Facebook Page of CLBC's *I can be safe online* initiative, www.icanbesafeonline.com

twitter.com/safeonlineclbc
A place to receive new online safety tips from CLBC

CLBC Offices

100 Mile House
Abbotsford
Burnaby
Campbell River
Castlegar
Chilliwack
Courtenay
Cranbrook
Creston
Dawson Creek
Delta
Duncan
Fort St. John
Gibsons
Kamloops
Kelowna
Langley
Mission
Nanaimo
North Vancouver
Parksville
Penticton
Port Alberni
Port Hardy
Port Moody
Powell River
Prince George
Prince Rupert
Quesnel
Revelstoke
Richmond
Salmon Arm
Smithers
Surrey
Terrace
Vancouver
Vernon
Victoria
Williams Lake

Queen's Diamond Jubilee Medal Winners

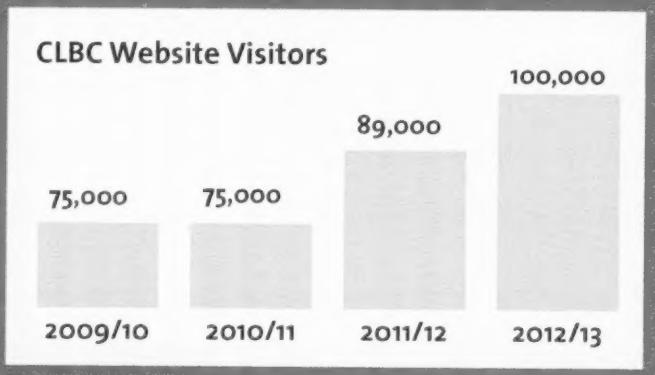
Putting People First: In February 2013, CLBC celebrated the contributions of two CLBC staff who received the Queen's Diamond Jubilee Medal for their community service. (left) CLBC's Manager of Organizational Support Nancy McNeill is presented her Medal by Interim CEO Doug Woollard. (right) Fraser Region Director of Regional Operations Jai Birdi is presented his Medal by Member of Parliament Jinny Sims.

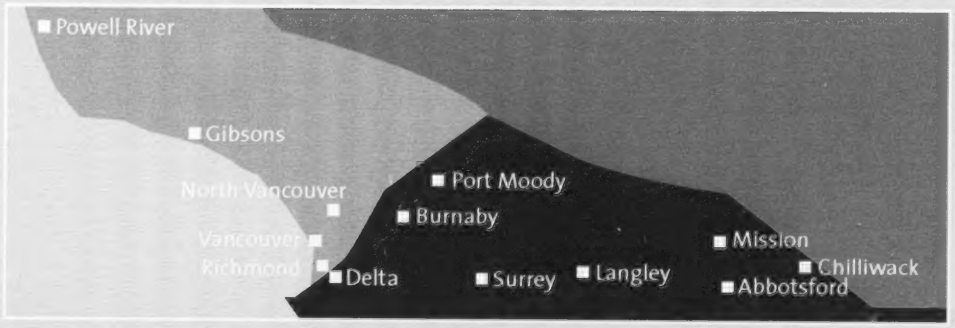
As of 2012/13:

40+ CLBC offices throughout B.C.

4,000+ followers on CLBC Facebook pages

57,000+ views on CLBC's YouTube Channel





Corporate Governance

Putting People First: CLBC's Board of Directors meetings are open to the public. At least two take place outside the Lower Mainland each year.

COMMUNITY LIVING BRITISH COLUMBIA

Board of Directors

We are responsible to the Minister of Social Development and Social Innovation through a Board of Directors that governs CLBC in a manner consistent with the Government's mandate and policy directions. The Board ensures that CLBC complies with government's financial and other policies and applicable legislation.

The Board Chair is the key link between government and CLBC, advising the Minister on issues that materially impact our business or the Minister's interests and accountabilities. The Board guides senior management's implementation of our service delivery model. Board meetings are open to the public and both the minutes and annual meeting schedule are posted on our website.

Under the *Community Living Authority Act*, the Minister can appoint up to eleven directors to the CLBC Board. The Board as a whole require the skills, qualifications and experience to govern CLBC effectively.

Our governance policies and practices are fully compliant with the Governance and Disclosure Guidelines for Governing Boards of British Columbia Public Sector Organizations (Best Practice Guidelines) February 2005 issued by the Board Resourcing and Development Office, Office of the Premier of British Columbia.

The Board Governance Manual can be found on our website.

Principles

Based on the "Best Practice Guidelines Governance and Disclosure Guidelines for Governing Boards of B.C. Public Sector Organizations", CLBC's Board exercises its governance responsibilities.

The Board hires the CEO and delegates to the CEO overall responsibility for the operations of CLBC within the parameters set by the Board. The CEO manages our human and financial resources. The CEO is our primary spokesperson and the Board Chair is the primary spokesperson for the Board.

Board members must respect the organizational structure of management. A Board member has no authority to direct any employee. Board members shall exercise the care, diligence and skill that a reasonably prudent person would exercise in comparable circumstances.

Board members are required to act honestly and in good faith with a view to the best interests of CLBC. In keeping with these standards, Board members are required to keep confidential any information about CLBC that has not been publicly disclosed including Boardroom discussions. Board members are required to avoid potential, perceived or actual conflicts of interest that are incompatible with service as a Director and disclose any personal interests that may conflict with the interests of CLBC.

The governance disclosure documents for the CLBC Board of Directors are available on CLBC's website at: www.communitylivingbc.ca/about-us/governance/board-of-directors

CLBC Board of Directors

Denise Turner, Chair - Lower Mainland

Mark Duncan - Lower Mainland

Norah Flaherty - Lower Mainland

Darryl Harand - Okanagan

Elizabeth Hunt - North

Roberta Kjelson - Thompson

Ernest Malone - Lower Mainland

Jan Marston - Lower Mainland

John McCulloch - Lower Mainland

Arn van Iersel - Vancouver Island

Standing Committees

CLBC's Board of Directors has established three standing committees to support the work of the Board:

Governance and Human Resources

Helps enhance our performance and assists the Board in fulfilling obligations relating to human resources, including compensation, performance, succession planning and safety matters. The members are:

- Chair - Jan Marston
- Members - Mark Duncan, Elizabeth Hunt, Ernest Malone
- Ex officio - Denise Turner

Finance and Audit

Assists the Board in its oversight of finance and audit matters, including reviewing financial information provided to government or made public, strategic financial plans, operating and capital budgets, external and internal audit activities, internal controls, risk management and information and investment management activities. The members are:

- Chair - Arn van Iersel
- Members - Mark Duncan, Ernest Malone, John McCulloch
- Ex officio - Denise Turner

Quality and Service

Supports our community engagement, citizenship and inclusion mission, promotes safeguards and helps the Board fulfill responsibilities to ensure access to quality funded supports for the people we serve. The members are:

- Chair - Norah Flaherty
- Members - Darryl Harand, Roberta Kjelson, John McCulloch, Arn van Iersel
- Ex officio - Denise Turner

CLBC Board of Directors Meetings 2012-13

CLBC's Board of Directors meetings are open to the public and take place in the Lower Mainland and across the province. The Board also holds regular listen-and-learn sessions with stakeholders to hear directly about matters that are important to them.

January 30, 2013 - Kelowna

November 21, 2012 - Richmond

September 19, 2012 - Richmond

July 18, 2012 - Prince George

May 23, 2012 - Vancouver

CLBC Senior Management Team

Doug Woollard - Interim Chief Executive Officer

Vice Presidents

Carol Goozh - Policy and Program Development

Richard Hunter - Corporate Services

Jack Styan - Strategic Initiatives

Regional Directors

Jai Birdi - Fraser Region

Lynn Davies - North and Interior Regions

Ric Matthews - Island and Vancouver Coastal Regions

Directors

David Hurford - Communications

Stacey Lee - Human Resources

Brian Salisbury - Strategic Planning

Ian Scott (Acting) - IT and Technical Business Support

Government's Letter of Expectations

A key component of our governance framework is the Government's Letter of Expectations (GLE) which describes the relationship between CLBC and the Province. Among other things, it ensures a mutual understanding of governance issues, mandate, core services, public policy issues, strategic priorities and performance expectations. The GLE is reviewed annually, updated as required and available at www.communitylivingbc.ca. This section summarizes key directions set out in the 2012/13 GLE and actions we are taking in response.

Government Direction:

Implement recommendations to address challenges identified in the Ministry of Finance Internal Audit and government's *Improving Services to People with Developmental Disabilities* reports. This includes working with SDSI and Ministry of Health to assess needs of the older cohort of individuals and develop a three-year plan to meet needs and ensure early planning with families.

CLBC Actions:

- participated actively in multi-ministry "Services to Adults with Developmental Disabilities" Steering Committee mandated to make recommendations on a "one government" approach to service delivery
- promoted stakeholder participation in fall 2012 Ministry of Social Development and Social Innovation (SDSI) community engagement sessions on new service delivery model and assisted with organization and facilitation
- introduced three-year employment action plan to create job opportunities for people we serve with emphasis on supporting transitioning youth and collaboration with SDSI Employment Programs of BC services
- directed new funding from the Province to provide a minimum of $2,800 annually to families of transitioning youth for respite services, or an equivalent amount of money where another service is preferred
- collaborated with SDSI and Ministry of Health to develop a coordinated plan that meets needs of older adults with developmental disabilities and promote early planning with families
- reviewed and improve individualized funding policies to increase accessibility and use of this funding option
- enhanced data quality
- responded to additional requests for support and tracking regional service needs
- strengthened CLBC Conflict of Interest Policy

Government Direction:

Work with SDSI to adopt the Integrated Case Management system as CLBC's information system and an action plan on climate change and carbon neutrality.

CLBC Actions:

- completed a "fit-gap analysis" and presented the findings to SDSI for evaluation
- CLBC's Go Green Committee meets bi-monthly by teleconference and monitors implementation of a climate action work plan that includes field offices audits and awareness activities that encourage environmentally friendly, sustainable work practices.

Government's Letter of Expectations (cont'd)

Government Direction:

Finalize CLBC/Ministry of Social Development and Social Innovation (SDSI) Accountability and Performance Framework to identify government's expectations of CLBC in terms of deliverables, outputs and expected outcomes - focusing on changes in service delivery and related outcomes.

CLBC Actions:

- working actively with government to complete an accountability and performance framework
- reporting regularly in the current framework developed with SDSI
- implementing contract management system and monitoring framework to identify new ways of ensuring efficient use of available resources and the delivery of high quality services
- expanding *include Me! Personal Outcomes Index* survey from two regions (Fraser and Vancouver Coastal) to measure quality of life outcomes in the areas of independence, social participation and well-being for people receiving CLBC supports
- initiated an external review of CLBC home share services to ensure quality of services keeps pace with increasing demand (see page 15)

Government Direction:

Continue as an active participant with government and other agencies to implement the provincial youth transition protocol for seamless transition of services for young people as they become eligible for CLBC services.

CLBC Actions:

- signed cross-ministry transition planning protocol with seven other government organizations focused on supporting youth and their families in transition to adulthood
- actively participated in implementing the provincial youth transition protocol
- collaborating with MCFD to implement recommendations of their residential review to help achieve smoother transitions for youth coming into CLBC services
- directed new funding from the Province to provide a minimum of $2,800 annually to families of transitioning youth for respite services, or an equivalent amount of money where another service is preferred

Government Direction:

Work with government to develop and deliver services consistent with the annual service funding agreement with government in a manner that continues to realize service efficiencies and to address priority requests for service.

CLBC Actions:

- increased transparency regarding timeliness and urgency of service access and requests
- introduced an innovation framework to identify how change initiatives can address sector challenges
- established local partnerships with community stakeholders to advance inclusion opportunities
- ensured services are aligned with people's current disability-related needs and access to common community services all of us use - as well as informal supports from family, friends and neighbours.
- completed comprehensive three-year employment strategy that includes target to increase employment opportunities

Government's Letter of Expectations (cont'd)

Home Share Review

In December 2012, CLBC initiated an external review of our popular home share program to ensure the quality of service is keeping pace with increasing demand. The review was also a response to recommendations of a Coroner's Inquest into the February 2011 accidental death of 76-year-old Joan Andrews. Ms. Andrews was receiving home sharing support from CLBC in the Capital Region at the time of her death. The June 2012 Coroner's Verdict included a series of recommendations for us and the Vancouver Island Health Authority. CLBC CEO Doug Woollard met with the Coroner in December 2012 to discuss our response to the Verdict and confirm plans to initiate the home share review.

COMMUNITY LIVING
BRITISH COLUMBIA

December 6, 2012

Matthew Brown, Regional Coroner
Coroners Service of British Columbia

Dear Mr. Brown:

On behalf of Community Living British Columbia (CLBC), I am writing to thank you for presiding over the inquest into the death of Joan Andrews and your June 2012 verdict.

Since the verdict and recommendations were received, we have been reviewing them very closely and I am pleased to provide you with an update on the actions we are taking to respond to your investigation, honour Joan Andrews and identify areas where CLBC can improve the quality of our service to increase safety for individuals living in home sharing.

It is important to note that our response is being considered alongside the work already underway by government and CLBC to address the 12 recommendations in the Improving Services to People with Developmental Disabilities report released by Premier Clark earlier this year.

In response to your recommendations, CLBC will:

- Issue practice bulletins to CLBC staff regarding the results of the Inquest and the need to better explain 'consent for release of information forms' to individuals.
- Distribute CLBC's Handbook for Home Sharing Providers to families and individuals living in home sharing arrangements.
- Support expanded training opportunities and information sessions with home sharing providers.
- Continue to identify a specific staff person from CLBC or contracted agencies for all individuals in home sharing arrangements who would be responsible for monitoring compliance with standards related to health and safety and quality of life.
- Increase frequency of home visits.
- Update procedures by CLBC or contracted agency staff regarding follow-up to critical incidents.
- Develop a strategy on ageing in partnership with the ministries of Health and Social Development that will address issues raised by the Inquest recommendations such as advance care planning and dementia.

In association with these measures, CLBC will be initiating an external review of our home sharing services next month to ensure appropriate monitoring and quality controls are in place. In addition to the items we have identified above, this review will capture recommendations of your verdict and further consider ways that they can most effectively be implemented.

This review complements a number of other measures underway at CLBC that will improve the quality and responsiveness of CLBC services. These include:

- improvements to PARIS personal information management system to better track critical incidents and follow-up;
- an improved whistleblower protection policy;
- a transparent and more responsive complaint process;
- an updated end-of-life policy and practices guide; and
- the development and provision of certification courses for CLBC and agency staff who conduct visits associated with home studies.

If you have any questions about our response, please do not hesitate to contact me directly anytime. Our staff would be pleased to arrange a meeting with you to provide more detail on the measures we have identified. Thank you again for your review and including the opportunity for CLBC staff to participate in your inquest, provide testimony and respond to your important recommendations.

Doug Woollard

Doug Woollard
Interim Chief Executive Officer
Community Living BC

Government's Letter of Expectations (cont'd)

Government Direction: Improve decision making and communication with individuals and families and reaffirm CLBC's first priority as the individuals and families it serves.

CLBC Actions:

- reaffirmed commitment across organization to placing individuals at the centre of decision-making
- established a more accessible and consistent complaints resolution policy
- initiated an external review of home sharing services focused on training, safety, monitoring and quality of life issues
- improved PARIS information system to better document and track critical incident reports in CLBC's contracted services
- updated CLBC policy that encourages reporting of irregularities and protects the identity of whistleblowers
- transferred responsibility for completing the Guide to Support Allocation from analysts to facilitators
- expanded CLBC Procurement and Contracting Policy to include individual and/or family preference
- increased resources and emphasis on regional operations

12-Point Plan

In September 2011, a committee of deputy ministers reviewed the operations of CLBC and linkages to other government ministries. The Deputies concluded that the current service delivery model is sustainable but improvements were required in a number of areas. This led to 12 recommendations that we have been supporting over the past year in collaboration with SDSI.

1. Develop a coherent one-government policy framework for persons with adult disabilities.
2. Implement a more consistent assessment platform across the Ministries of Children and Family Development, Health, Education and Social Development and Social Innovation with CLBC.
3. Use a coherent and integrated system to track demand, wait times and service delivery across relevant Ministries and CLBC.
4. Improve cross-government planning for individuals who are transitioning through different types of care.
5. Maintain CLBC as a Crown Corporation but implement changes to address mandate tensions and improve approach to and relationship with families.
6. Implement new government capacity focused on transition supports.
7. Increase employment planning and supports, as well as alternative day programming options.
8. Support greater utilization of individualized funding.
9. CLBC and Ministry of Health to assess and model needs of the older cohort of individuals with developmental disabilities and develop a three-year plan to meet those needs and ensure early planning with families.
10. Reinforce government's accountability for CLBC through more effective use of legislative authorities.
11. Carefully increase funding to support these changes and link new funding to clearly identified outcomes.
12. Support ongoing innovation in the sector, and support the innovations developed, championed and undertaken by families and individuals.

For progress reports on implementation of the 12 point plan, please visit:
www.eia.gov.bc.ca/pwd/isst.html

Representative for Children and Youth

In February 2013, CLBC welcomed plans from the Province to introduce legislation to expand the current mandate of British Columbia's Representative for Children and Youth (RCY). The proposed Legislation is expected to come into effect in fall 2013 and will implement recommendations from the Select Standing Committee on Children and Youth, including:

- increased information sharing between the representative's office and public bodies
- strengthened reporting requirements
- the provision for appointing an acting representative, when required

These changes will allow government to expand the RCY's advocacy mandate, by regulation. Priority will be given to developing regulations that allow the representative to continue to advocate on behalf of young adults – 19 to 24 year olds – with developmental disabilities as they transition from youth services into adult services through CLBC.

Report on Performance

COMMUNITY LIVING BRITISH COLUMBIA

Operating Context

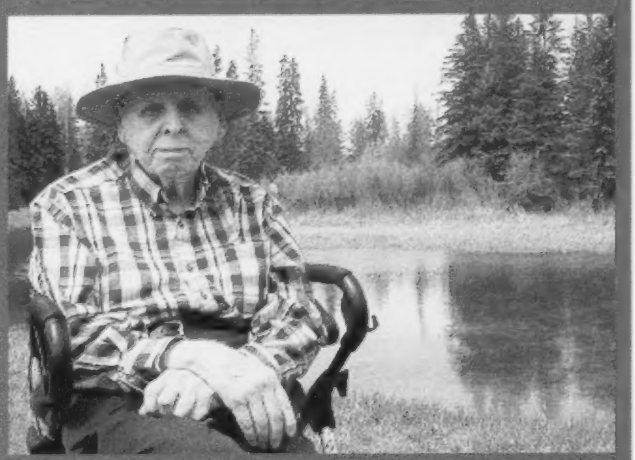
We must address key risks and challenges associated with a growing service demand to successfully achieve our mandate. Other jurisdictions providing similar supports and services to those we fund are experiencing similar risks and challenges.

The information presented in this section of the report focuses on the number of individuals requiring support and associated service demand.

Demographic factors

Demographic pressures and technology gains drive demand for CLBC services. With more children surviving to adulthood, an aging population and increasing public expectations, the number of people registering and service demands are increasing. Significant factors include increasing population, aging and youth turning 19.

Putting People First: John Norman Nicholson, the oldest senior in the province supported by CLBC, passed away at the age of 92 on January 31, 2013.



"John's longevity is surely a reflection of his being embraced by his community, the supports he received and his feeling of being included, which are key factors to a good quality of life for all people," said Jennifer Terwood, CLBC's manager in the Kootenay Region.

(Photo: Invermere Valley Echo)

Increasing population

Technology and health services extend the life expectancy of adults with developmental disabilities. As a result, the overall population served by CLBC is increasing.

Aging

In the next five years, our 45-64 age group is projected to increase by 13 per cent. As people age, their needs change and more supports may be required to live in the community, or they may need to access residential services.

The onset of health and capacity issues become evident up to 20 years earlier for some people we serve; for example, people with Down Syndrome may experience early onset of age-related dementia.

The capacity to cope with adults living at home also diminishes as family caregivers grow older. The result is in an increasing number of people requiring support, some of whom have never had prior contact with us.

We are working with SDSI and the Ministry of Health to develop plans to respond to these evolving needs.

Youth turning 19

We are experiencing increased expectations for employment support and community inclusion for youth turning 19. Each year, 500-600 youth turning 19 become eligible for our services and supports. This results from increased awareness of youth with special needs in the school system, greater visibility of funded services due to CLBC's creation, and our emphasis on youth transition planning in accordance with government's transition protocol.

Report on Performance (cont'd)

Anticipated Caseload Growth

As of March 31, 2013, 15,055 adults with developmental disabilities were registered with CLBC. This represents a growth of 5.7 per cent in the past fiscal year and a 32.6 per cent growth rate over five years. The annual rate of growth is expected to decline only slightly over the next several years.

The accepted prevalence rate of adults with developmental disabilities in BC is 1.05 per cent. Historically, there has been a large gap between the estimated number of B.C. adults who have developmental disabilities and the number of individuals who are actually applying for supports and services from us.

However, this gap is shrinking as youth enter the adult system. In 2012/13, 1.17 per cent of B.C.'s 19-year-olds registered with us (compared to 1.13 per cent in 2011/12 and 1.02 per cent in 2010/11). Growth for 2012/13 includes 683 youth turning 19, and 300 new adults over 19 registering with us.

Additionally, many older, potentially eligible adults may live independently or be supported by family without receiving supports and services. As these people and their family caregivers grow older, many can be expected to require services. Both of these factors are important and continuing cost drivers for CLBC.

Personalized Supports Initiative

Adults diagnosed with fetal alcohol spectrum disorder or autism spectrum disorder, and significant limitations in adaptive functioning, are eligible for funded support through the Personalized Supports Initiative (PSI).

These adults can require various types of services for their lifetime based on their disability-related needs. Tools used for resource allocation and budget management are similar to those for adults with a developmental disability.

We monitor eligibility applications and service responses to inform future caseload forecasting and planning. As of March 31, 513 eligible adults were registered with us, an increase from 341 last year. We are forecasting an increase to approximately 690 by March 31, 2014.

We are continuing to review PSI program development by collecting information from people we support, families, service providers, CLBC staff and experts. Policy and practices will be improved in response to this feedback.

Integrated Services and Supports

Changes in the needs of individuals will change over time depending on a person's health, age and family support. We work with service providers through our contracting process to align supports and services with each person's unique needs.

Improving personal outcomes and increasing sustainability over time will be realized by developing flexible approaches that meet expectations of people already receiving services and creating new supports which meet the expectations of young adults entering the system.

We are enhancing our information management systems to provide more useful and reliable information that clearly identifies current requirements and future needs. These business processes distinguish assessed needs from requests and are improving our ability to link service needs with funding requirements.

Most young adults qualifying for our supports and services are not seeking the same lifestyles as older adults did when they turned 19 or left an institution. Today's youth have grown up being included in the public school system. They want jobs, friends in the community and a place of their own.

At the same time, as more youth are coming into the CLBC system, many older individuals are remaining with our services as they age. This requires collaboration with SDSI and the Ministry of Health to assess and model their needs.

As part of its commitment to a government-wide approach to address the needs of adults with developmental disabilities, we work collaboratively with government to improve integration and coordination of supports and services.

Putting People First: In 2012/13, 300 people turning 19 registered for CLBC services.

Report on Performance (cont'd)

2012 Service Satisfaction Survey Results

CLBC conducts an annual service satisfaction survey to track and identify areas where the organization can improve services. This section of the Annual Report captures a summary of findings from the most recent measure conducted by independent polling firm the Mustel Group. Here is some background information about the survey:

- 1200 interviews in December 2012 and January 2013
- 110 surveyed in each of 11 CLBC regions - randomly selected from CLBC database
- 500 self advocates and 700 alternate contacts surveyed
- more families surveyed than ever before (2012 - 697; 2011 – 667; 2009 - 463)
- 37 per cent of respondents were transitioning youth aged 18 to 24
- approximately 50 per cent of respondents have been involved with CLBC for more than five years

Key Findings

Overall, 69 per cent are satisfied with the services received from CLBC – an increase from 67 per cent in 2011

Satisfaction levels among families of adults have bounced back this year with 63 per cent satisfied – up from 55 per cent in 2011

Higher proportions agree that "My family and I have a trusting and respectful relationship with CLBC staff" – 77 per cent agree, up from 72 per cent in 2011

More families and individuals CLBC serves (70 per cent) say their concerns were addressed in a timely manner than 2011 (63 per cent) – a notable improvement. Among self advocates, the 2012 results (80 per cent) are the highest ever achieved.

Other Findings

More say (68 per cent) they were provided with useful referrals and resources than 2011 (63 per cent). Among self advocates, the 2012 results (80 per cent) are the highest achieved in five years.

Self advocates (75 per cent) continue to express higher satisfaction with services received than families of adults (63 per cent).

Fewer say (22 per cent) they have requested paid support or services which have not been provided than 2011 (26 per cent).

Length of involvement with CLBC continues to have limited bearing on overall satisfaction levels.

Satisfaction levels in North region (75 per cent) are at their highest level since March 2009.

Respondents were provided an opportunity to submit additional comments at the end of the survey. Satisfaction with CLBC/services provided/doing a good job was the most common (12 per cent).

"CLBC has recovered from scrutiny and public criticism in 2011 with satisfaction ratings improving in a number of areas."

– Mustel Group Executive Overview, 2012 CLBC Service Satisfaction Survey

Report on Performance (cont'd)

2012 Service Satisfaction Survey Results (cont'd)

Community Participation

- Opinions of the adequacy of safeguards in place in various areas of the individual's life have remained strong. On a scale of 1 to 5 (1 = not safe; 5 = very safe) respondents provide a score of 4.2 out of 5 when asked to rate the safeguards in place for CLBC funded services.
- 53 per cent of individuals receiving services from CLBC report to be regularly involved in activities within the community, no change from the past.
- Key reasons for those being less involved were focused on personal issues and desires, and less on the absence of programs and cost issues, as seen last year.
- There is a much greater reporting of volunteer involvement in community activities of individuals receiving services.
- The length of wait is more or less the same as in the past. There is room for improvement here.

Employment

- 24 per cent of families report the individual works for pay and 40 per cent of self advocates report to be working.
- Among those working, the majority make minimum wage, however one-quarter make above the minimum. This is comparable to previous measures – noting the minimum wage has increased over the past two years.
- In a typical week, employed self advocates report an average of approximately 13 hours worked in a typical week.
- Self advocates who do not work say they don't think they can (18 per cent) or site physical/mental issues (17 per cent). 11 per cent said they needed more help finding a job.
- Only 41 per cent of families of adults who do not work think they should not work. 41 per cent feel on-site support or coaching could assist with entry into the work force.
- When asked to rate the adequacy of safeguards at his/her employment, self advocates and families gave a 4.6 out of 5 rating – higher than the community activities (4.4).

CLBC Staff Survey

Central to CLBC's organizational capacity to address risks and seize opportunities is the skill and dedication of staff.

Our goal is a workplace that empowers staff, encourages innovation, emphasizes open communication, promotes stakeholder involvement and ensures continuous quality improvement. In this light, the organizational structure and full-time equivalent staff allocations are regularly reviewed to ensure resources are used as efficiently as possible to deliver on public policy and best practices.

Our staff is regularly invited to share their knowledge and experience to help us improve quality of service. Staff is also invited to provide feedback through a comprehensive and independent employee engagement survey.

Our 2012 staff survey captured feedback from 519 employees (78 per cent of staff) and identified a number of key issues, including:

- workload management concerns associated with pace of new change initiatives
- trust and communication
- selection of employees based on merit

In response to the survey results, we implemented a variety of actions over the past year, including:

- developed plans to put hold back the introduction of new large scale change initiatives for an extended period to provide front-line staff with more time and training to improve implementation of projects already underway
- concluded two-year collective bargaining agreement with BC Government and Service Employees' Union that included most wage increases and measures to address workload concerns
- developed human resources strategy to better align staff with our mission and values
- hired additional full-time employees in regions to support expansion of local services and hosted regional training and education events for staff
- made a commitment to establish a Project Management Office to ensure field impacts, training resources and coordination requirements are in place prior to the introduction of new change initiatives in the future
- staff training initiatives focusing on quality and customer responsiveness
- safeguard training to help staff assist people we serve in the development of personal safety strategies and to reduce vulnerability

Report on Performance (cont'd)

Risks and Challenges

CLBC must identify and address the key risks and challenges that threaten our ability to deliver on our mandate. We employ a formal enterprise risk management approach which includes:

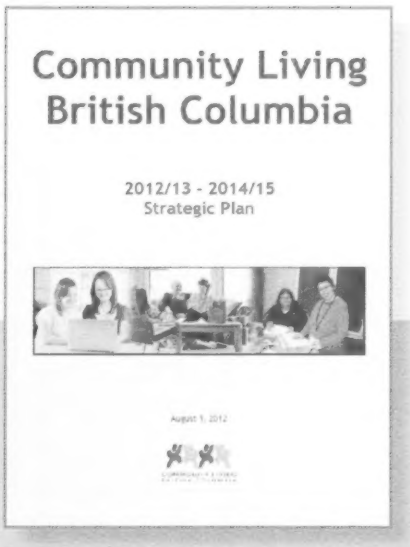
- evaluating key risks associated with specific projects
- monitoring and reporting on agreed action plans for all significant organizational risks
- updating our risk register on a regular basis

We continue to refine our risk management approach to strengthen business, strategic and planning processes. During 2012/13, we focused on the following key risks and mitigation strategies:

- youth transitioning from the Ministry of Children and Family Development (MCFD)
- implementation of change initiatives
- community living service system sustainability
- maintaining stakeholder support

Key Issues	Status and Potential Impacts	Mitigation Strategies
Youth transitioning from MCFD	An inability to respond appropriately to youth turning 19 by providing needed supports and services could mean many needs of youth would not be met, creating stress for families and erode confidence in ability to address a complex issue that impacts multiple Ministries.	▪ respond to the Deputy Ministers' Working Group recommendations on transitioning youth ▪ continue to improve youth transition protocol ▪ provide information to youth and families about CLBC supports and services and how they are delivered, including benefits of using services most citizens use ▪ employ budget management and resource allocation to ensure transitioning youth are appropriately funded and supported ▪ use the CLBC / MCFD Operating Agreement up to 18 months in advance to identify youth likely to require CLBC services ▪ Representative for Children and Youth mandate expanded
Implementation of change initiatives	How funded services are delivered needs as much attention as the scope of supports provided. Collaboration and flexibility will be required to complete the shift to funding models that empower the people we serve with more of a say in decisions that impact quality of life.	▪ increase use of individualized funding ▪ support provincial government's work to establish a cross-government team to implement 12 point plan recommendations and create a consistent assessment platform ▪ improve ability to track demand and wait times ▪ introduce individualized procurement policy
Community living service system sustainability	Demand for services continues to challenge government in all areas. Not responding to families of transitioning youth or aging parents in a more person-centred way could continue to challenge the sector's ability to address the needs within available resources.	▪ additional funding announced by the Province with commitment to do more to meet demand in association with implementation of 12 point plan ▪ review contracts to ensure services respond to individuals' changing needs ▪ integrate Government programs with community initiatives ▪ promote use of individualized funding and direct payments to create more personalized, cost effective supports and services - particularly for young families
Stakeholder support	An inability to engage key stakeholders about ongoing CLBC improvements could increase sector tensions. Lack of resources to achieve objectives of Strategic Plan could undermine confidence in ability to achieve mission and vision.	▪ expand opportunities for dialogue with all stakeholders on CLBC's policy direction ▪ ensure rapid response to questions and concerns about service delivery issues ▪ obtain input before making operational changes ▪ consolidate communications to achieve more consistent approach to community engagement ▪ increase participation of self advocates and families in outreach activities

Year in Review: Strategic Plan Implementation



Over the past year, CLBC has been focused on implementing the key goals identified in our 2012-2015 Strategic Plan. We are committed to working collaboratively with our many partners and community leaders to:

- enhance participation and citizenship
- align with the "one-government" approach to persons with developmental disabilities
- promote innovation and resilience

This section of our Annual Report provides an overview of the work being done on each of the goals, particularly as it relates to:

- improving service quality
- increasing employment services, planning and supports
- enhancing community engagement with service providers, families, self advocates, individuals, CLBC staff and other stakeholders

This section also reviews established operational goals and performance measures focused on:

- service excellence
- organizational responsiveness
- operational efficiency
- established benchmarks

"This strategic plan sets out the challenges and opportunities CLBC will face in the next three to five years and the corresponding strategies we intend to use to respond. It provides us with a high level roadmap for all key organizational activities."

– Denise Turner, Board Chair
Community Living BC

Widening Our World (WOW!) Awards

Putting People First: Each year, CLBC presents the Widening Our World (WOW!) Awards to celebrate employers who are promoting inclusive employment. Winners are pictured above with their self advocate employees who nominated them. (left) Mark Dowling of Rocky Mountain Pizza + Bakery in Powell River receives a WOW! Award from Angela. (right) Nevada Smith presents a WOW! Award to his employer Chris Kamachi of Digital Toys Inc. in Surrey.

Goal 1: Enhance Participation and Citizenship

A fundamental change is occurring in community living. Individuals and families are now accessing supports and services that increasingly promote active citizenship and all of the roles and responsibilities that go with being a contributing member of society. At the heart of this change is a growing emphasis on the importance of personal relationships and participating in valued community roles. Over the past year, CLBC has introduced a number of measures to enhance participation and citizenship for the people we serve. These have focused on:

- person-centred funding supports and services
- full participation in community life
- employment

Person-Centred Funding

Objectives

- enhance individual and family resiliency by building support networks
- support adults with developmental disabilities to access community services that most citizens use
- increase access to individualized services - including transitioning youth
- implement *include Me!* quality of life personal outcome initiative across the province

Actions

- developing successful strategies that service providers and families could use to engage with services used by all citizens
- communication materials and website updated to enhance access to community resources and current information
- developing plans to provide increased opportunities for individuals and families to have a broader understanding of the scope and options available for individualization including direct funding, host agency funding and micro-boards
- expanding *include Me!* survey completed in Vancouver Coastal and Fraser Regions and multi-year sampling plan into Interior

Full Participation in Community Life

Objectives

- support adults with developmental disabilities to participate in valued roles in their communities
- increase public awareness about the work of the community living sector and the potential roles citizens can play
- enhance capacity of Community Councils

Actions

- established ongoing dialogue with CEO Network, Inclusion BC, Family Support Institute, Community Councils and Provincial Advisory Committee (PAC) to create foundation for a multi-year plan to increase participation of adults in community life
- developed strategies with self advocates, families, and service providers to promote opportunities for the public to become involved
- reached agreement with PAC and Community Council leadership on their roles and relationship with CLBC Board and management
- accepted recommendations of PAC Task Force report on ways to strengthen relationship between CLBC and Councils. (see page 8)

include me!
let's talk about quality of life

include Me! Quality of Life Project

include Me! is a CLBC initiative focused on improving the quality of life of the people we serve by measuring the person outcomes of those who access CLBC-funded supports and services. Driven and facilitated by self advocates, *include Me!* incorporates a well-established survey tool focused on independence, social participation and well-being.

Over the past year, more than 1,500 people CLBC serves in the Fraser and Vancouver Coastal regions were interviewed. In the coming year, an additional 1,000 people in the Interior will be invited to participate and results will be released. For more information on *include Me!*, visit: www.communitylivingbc.ca.

Goal 1: Enhance Participation and Citizenship (cont'd)

Employment

Objectives

- increase employment opportunities for adults with developmental disabilities
- prioritize employment as a focus for transitioning youth
- support traditional day programs to include an employment focus for people who can and want to work

Actions

- joint plan developed with Ministry of Social Development and Social Innovation (SDSI) for extensive consultation with the sector
- comprehensive three-year employment plan developed with SDSI and stakeholders released in March 2013
- dialogue established with individuals, families and service providers to identify ways to increase responsiveness of services to employment needs of youth and employment focus of traditional day programs
- dedicated resources identified for regional staffing requirements associated with implementation of local employment plans

"Thirty years ago, parents of children with special needs decided their children should go to neighbourhood schools like everyone else and the movement for full inclusion began. Over the years, the sector has some success in assisting people to find and keep employment, but these successes have not been widespread. This (CLBC) Plan represents a commitment for the sector and community to work more collaboratively and uniformly across the province so that more people who want to work in their communities are supported to do so."

- Dan Collins, Executive Director
Langley Association for Community Living

"The (CLBC) Plan truly reflects the input of individuals and families, who were involved from the beginning and will continue to be as we work together to increase employment for the adults and youth we support. We are looking forward to working with CLBC and the broader community, especially as Inclusion BC launches our exciting new campaign called 'Ready, Willing, Able' that will help more employers recognize the benefits of hiring people with developmental disabilities, and the range of skills and abilities they can contribute to the workplace."

- Faith Bodnar
Executive Director, Inclusion BC

Community Action Employment Plan

CLBC's three-year Employment Plan will help increase the number of job opportunities for adults with developmental disabilities who wish to work in their communities.

The Plan establishes a commitment to increase employment by 1,200 people over the next three years.

The Strategy also focuses on:

Employment First – To promote a shift in attitude and culture among all stakeholders toward a belief that individuals with developmental disabilities have a valuable contribution to make in inclusive employment situations.

Local Plans – Advancing an employment agenda will require collaboration with partners within local communities.

Transitioning Youth – Approximately 600 youth leave school and become eligible for services with CLBC each year.

CLBC Leadership – The Plan commits CLBC to becoming a model employer, including an increase in the number of adults with developmental disabilities through employment and contracts.

Transforming Community Inclusion – Community inclusion services are working to better meet the personalized aspirations of individuals and their families.

Collaboration – Partnerships made to prepare the Plan will be maintained and expanded to ensure goals are achieved.

Employment Program of BC – The Plan promotes stronger co-ordination of roles with SDSI's Employment Program of BC and its service providers.

Individualized Funding – The deputy ministers' 2012 report included a recommendation to support greater utilization of individualized funding models.

Self Employment – Social enterprise and self-employment have the potential to provide many adults with developmental disabilities opportunities to pursue meaningful economic and community activities.

BC Disability Benefits – BC Disability Benefits represents long-term financial security for a significant number of individuals and families.

Goal 2: One-Government Approach to Persons with Developmental Disabilities

There has been rapid growth in government-funded supports and services since de-institutionalization began in the late 1970s. As the sector has grown, so have programs delivered and funded by government, creating a new set of expectations amongst the people we serve. To meet growing demand and increase efficiency, government is adopting new approaches to supports focused on increasing flexibility and service integration across key ministries and other government agencies.

The deputy ministers' 2011 review *"Improving Services to People with Developmental Disabilities"* examined the totality of government supports and investments and resulted in a set of 12 comprehensive recommendations. CLBC has supported this work over the past year and also focused on our own efforts to:

- deliver seamless services
- increase transparency and accountability
- achieve equity
- deliver on CLBC's mission and vision

Seamless Services

Objectives

- improve CLBC's approach and relationships with individuals and families
- improve cross-ministry planning for people transitioning through different stages of life and different types and levels of care
- engage in early planning with families to help meet needs of older adults

Actions

- supported planning of Ministry of Social Development and Social Innovation public engagement and implementation of 12 point plan recommendations
- achieved agreement with other Ministries serving transitioning youth on draft integrated service delivery model
- initiated stakeholder consultation on development of commitment document that outlines what people can expect when they engage with CLBC
- developing training materials for more effective engagement with individuals and families
- collaborating on the development of three-year plan to meet changing needs of aging adults in partnership with government

Transparency and Accountability

Objectives

- align processes to enable people to plan with complete information
- address issues and concerns raised by individuals and families in a timely way
- implement an ongoing cycle of negotiated funding rates for service providers
- implement reporting on and monitoring of outcomes alignment by accredited service providers
- develop and implement electronic recording and tracking systems to support service delivery
- implement a vendor management system that supports monitoring and contracting processes

Actions

- completed demonstration project in which facilitators complete allocation guide and communicate support level available with families prior to planning
- completed facilitator support allocation training in all regions
- introduced improved complaints resolution process (see page 26)
- reached agreement with CEO network on negotiation cycle for revising funding rates
- established manual systems to recover funds related to undelivered service
- developed work plan and requirements to implement electronic data collection, workflow and documentation to support staff in contract monitoring
- introduced requirements for recording and tracking of safety plans and critical incidents

"Improving Services to People with Developmental Disabilities" includes a 12-point plan that began a shift to an integrated system of support that better meets the needs of people with developmental disabilities and families.

The report is available online at: www.communitylivingbc.ca. See page 16 for more.

Goal 2: One-Government Approach to Persons with Developmental Disabilities (cont'd)

Transparency and Accountability
Improved Complaints Resolution Process

CLBC is committed to ongoing consultation with the people we serve and continuous improvements to the quality of our service.

In January 2013, following an extensive consultation process with our staff, self advocates, families and other stakeholders, we introduced an improved, easier-to-access complaints resolution process.

Among other things, the new process includes:

- easy steps to follow
- response timelines
- specified ways CLBC must respond

Putting People First: To access our Complaints Resolution Policy, click on the front page link at www.communitylivingbc.ca

CLBC is committed to ongoing consultation with the people we serve and continuous improvements to the quality of our service.

- **Easy Steps to Follow**
- **Timelines You Can Expect**
- **Ways We Will Respond**

The Three Step Complaints Resolution Process

1 Step One – File a Complaint, It is Easy

Choose from three easy ways to make a complaint:

- Click on the File a Complaint link on the front page of our website: www.communitylivingbc.ca. Complete the short on-line form and click send – or download a form, to fax or mail in.
- Contact our CLBC Quality Assurance Office directly at 1-855-664-7972 and a member of our staff will take your information over the phone.
- Visit any CLBC office and ask staff to assist you with filling out a short form.

TIMELINE – 5-10 MINUTES

2 Step Two – Regional Review

- CLBC's Quality Assurance staff will determine the appropriate CLBC staff person to review your complaint, based on the nature of the complaint.

  The person reviewing your complaint will contact you within 48 hours to confirm receipt of your complaint.
- The CLBC staff person will initiate the review, contact you and provide a written response to your complaint. The timeline for resolution will depend on the complexity of the case.
- The response will include a decision, recommendation(s) to resolve the situation and information about additional steps you may take if you are not satisfied.

TIMELINE – FIRST RESPONSE IN 48 HOURS

3 Step Three – If Necessary

- If you are not satisfied with the result of the review, contact CLBC's Manager of Quality Assurance directly at **1-855-664-7972** or at **ComplaintResolutionCLBC@gov.bc.ca**.
- The Manager will contact you within 72 hours, initiate a review and provide a written response within 10 days.
- If you are not satisfied with the Quality Manager's response, you will be invited to contact CLBC's Chief Executive Officer who will conduct a review and submit a written decision to you within 10 days.

TIMELINE – FIRST RESPONSE WITHIN 72 HOURS

More About the Complaints Resolution Process

WHAT CAN I FILE A COMPLAINT ABOUT?

- A funding decision
- The quality of services provided
- How your personal information has been handled by CLBC
- A situation where your rights were not respected

CAN SOMEONE FILE THE COMPLAINT FOR ME?

Yes — with your permission.

WILL ANYTHING HAPPEN TO ME IF I MAKE A COMPLAINT?

If you are concerned about being retaliated against for making a complaint, contact our Manager of Quality Assurance toll-free at 1-855-664-7972 who will review the situation immediately and contact you.

IS THERE MORE INFORMATION AVAILABLE ABOUT THE COMPLAINT PROCESS?

Yes. Click on the File a Complaint link on the front page of **www.communitylivingbc.ca** for a copy of the policy and links to external appeal resources, including:

- The Advocate for Service Quality
- BC Ombudsperson's Office
- Information and Privacy Commissioner
- Representative for Children and Youth

If you have concerns about services you are receiving from multiple ministries and agencies, including CLBC, contact the Integrated Services Support Team toll-free at 1-855-356-1635.

Goal 2: One-Government Approach to Persons with Developmental Disabilities (cont'd)

Equity

Objectives

- develop an approach to record and track service requests
- enhance tools and mechanisms to support equitable resource allocation
- address service gaps in communities across BC
- refine CLBC's data gathering and information management framework and infrastructure
- develop management information to deliver robust analyses of individuals' current disability-related needs and supports

Actions

- enhancing data quality while new system is developed

Mission and Vision

Objectives

- align organizational structure and accountabilities to support achievement of agreed outcomes
- align CLBC's policies and processes with successful practices

Actions

- developing and implementing human resources strategy to align with mission, values and quality of life outcomes
- initiating plans to establish Project Management Office to better coordinate the introduction of new large-scale change initiatives and integrate training requirements
- delivering on commitment to establish dialogue tables with BC Government and Service Employees' Union to establish best practices related to workload, accountability and training

Goal 3: Promote Innovation and Resiliency

British Columbia, CLBC, self advocates, families and our service providers are innovative by nature. We have a reputation for innovation that extends across national and international borders. We believe our innovative spirit can continue to be a source of investment, creativity and growth.

CLBC is an incubator and promoter of innovation. Our community partners and staff demonstrate innovation in action on a daily basis. Over the past year, steps have been taken to ensure best practices are identified, catalogued, evaluated and communicated, that focus on:

- existing and emerging sector challenges
- business practices, systems and processes
- resiliency

Existing and Emerging Sector Challenges

Objectives

- identify new approaches to address sector challenges with stakeholders
- share successful innovations in the community living sector

Actions

- defining CLBC Innovation Framework in partnership with Ministry of Social Development and Social Innovation and community living stakeholders with particular emphasis on transitioning youth
- developing future role of Community Living Innovation Venture to promote new ideas
- gathering and sharing successful innovation stories occurring in BC through web postings, media relations and organization publications (see page 28)

Business Practices, Systems and Processes

Objectives

- develop incentives for innovation and build them into contracting framework
- explore alternative service delivery approaches to supplement or provide support to people

Actions

- conduct a collaborative project with CanAssist to demonstrate how customized assistive technologies can help increase independence and improve quality of life for adults served

Resiliency

Objectives

- explore ways to leverage funding and services when implementing new initiatives
- support knowledge transfer in the community living sector
- integrate new models and approaches into CLBC and service provider practice

Actions

- ongoing strategic planning to determine how barriers to innovation can be removed for program implementation

Goal 3: Promote Innovation and Resiliency (cont'd)

Examples: Innovations CLBC is Supporting

In addition to the Personalized Supports Initiative **(page 18)** and *include Me!* **(page 23)**, CLBC is promoting many other innovation collaborations across the province. Here are a few examples:

Inclusion Works

In September 2010, a small group of families on Southern Vancouver with 19 year old sons and daughters joined together to be more self-sufficient and promote effective community inclusion through a family governance model. Their goal was to rely less on traditional service provision by pooling their resources and fostering natural partnerships with the educational, business, non-profit and government sectors for their mutual benefit. Participants can be part of the program for up to five years by which time they will be much better prepared to "go out into the wider world and live inclusive lives". For more on Inclusion Works, contact www.inclusionworks.ca.

Scholarship Fund

As part of a collective bargaining agreement reached between CLBC and our employees through the BC Government and Service Employees' Union (BCGEU) in December 2012, CLBC is establishing a $100,000 scholarship program to benefit adults with developmental disabilities seeking education and training opportunities. The fund is expected to be launched in fall 2013.

Individualized Funding

CLBC is at the forefront of the community living movement to provide the people we serve more of a say in how funding is allocated to meet family needs. While implementation improvements are ongoing, CLBC is empowering families through a variety of innovative measures including direct funding for family members, individualized procurement policy that gives families more of a say over the selection of service providers and the establishment of micro-boards.

Safeguards

Since its inception, CLBC has recognized that the most effective safeguards in the lives of individuals with developmental disabilities are informal supports. Our work has been recognized as innovative by Dr. Michael Kendrick, an internationally recognized authority. CLBC's safeguards work has included innovative campaigns such as **Start with Hi** and **I can be safe online**; and resources such as *The Power of Knowing Each Other: Stories about Informal Safeguards* and *Belonging to One Another: Building Personal Support Networks* and initiatives such as building capacity of Self Advocates and Families to build support networks.

Customized Employment

In 2012, CLBC published the results of a two-year pilot project focused on the development of a customized employment model to increase job opportunities for self advocates. Among other things, the innovative model matched the abilities of close to 300 self advocate with the unique labour needs of local employers. The result was a success rate of 93 per cent and the inclusion of the customized model as a key element of the comprehensive three year Community Action Employment Plan we released in March 2013.

STEPS Forward

CLBC provides direct funding to promote inclusive post-secondary education opportunities for people we serve. Typically when students start their academic studies and campus experience they are nervous and unsure of themselves and what to expect. Through STEPS Forward, facilitators are dedicated to help manage this process.

Year in Review: Operational Goals

CLBC has established a set of goals and baseline performance measures to help track the organization's progress. These measures include:

> **Service Excellence:** People access high quality, responsive supports and services to meet their needs and participate in an inclusive society as full citizens.

> **Organizational Responsiveness:** CLBC is a best practice employer whose staff works effectively with local, regional and provincial partners to implement innovative and inclusive supports and services.

> **Operational Efficiency:** Supports and services needed by people we serve are provided in a cost-effective and equitable manner.

This section of the Annual Report compares the previous year's performance measures and future targets.

Service Excellence

Service excellence speaks to the capacity and effectiveness of CLBC systems to respond to the needs and citizenship goals of the people we serve.

Objectives

- place people at the centre of decision-making
- partner with SDSI and other government bodies to help adults gain streamlined access to provincial programs
- continue to implement *include Me!* quality of life survey
- provide information to stakeholders to help them better understand person-centred practices and services
- maintain contact with vulnerable adults unlikely or unable to maintain contact with CLBC
- partner with community living stakeholders to increase the employment rate of people who want to and can work

Performance Measures

- per cent of adults and their families who feel well supported by their service providers – forecast
- # of individuals and families who purchase supports and services using individualized funding
- # of families who receive direct payments for adult respite

Organizational Responsiveness

Flexibility and responsiveness in the face of people's changing needs and circumstances is critical. Organizational responsiveness reflects how effectively CLBC supports community living programs and objectives.

Objectives

- refine CLBC's delivery approach supported by training that promotes effective facilitator / analyst collaboration
- revise policies and practice guidelines and make them widely available to staff through organization-wide communication strategies
- invest in community engagement initiatives and stakeholder partnerships
- enhance and upgrade technology to meet operational requirements

Performance Measures

- per cent of individuals and families who feel their concerns were listened to
- per cent of individuals and families who feel their concerns were addressed in a timely manner
- per cent of individuals and families who feel they were provided with useful referrals and resources

Operational Efficiency

CLBC is committed to meeting the needs of the people we serve by ensuring as much funding as possible goes to high quality, sustainable supports and services. Operational efficiency speaks to our effectiveness in allocating our financial resources.

Objectives

- allocate funding to CLBC quality service areas based on demographic and regional factors
- use the Guide to Support Allocation to help consistently measure the level of disability-related need for individuals
- apply the Catalogue of Services to ensure appropriately funded responses
- link implementation of the contract management system to the PARIS service delivery management system to inform budget priority setting and support organizational planning and decision making
- improve sharing of information with individuals and families about available support and service options

Performance Measures

- per cent of annual funding used for direct services
- per cent of adults who choose individualized living arrangements where no more than two people live together

Putting People First:

93 per cent of CLBC's total budget is spent directly on providing services for the people we support.

Year in Review: Operational Goals (cont'd)

Measuring Performance

To measure achievement of CLBC's operational goals, a satisfaction survey is conducted each year with a random sampling of people who receive our funded supports and services. Management consults with an independent agency to ensure the survey design is appropriate and results are accurate. This year's survey was completed by the Mustel Group who conducted 1200 interviews of in December 2012 and early January 2013. See page 18 for more.

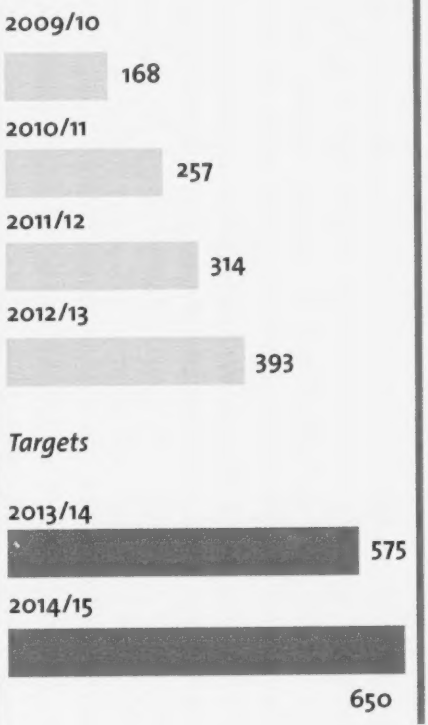
Data sources for individualized funding and direct payment measurements are compiled from the PARIS service delivery management network and our accounting systems. Regular quality audits are conducted on key components of the PARIS system and are subject to internal and external audit processes.

Service Excellence

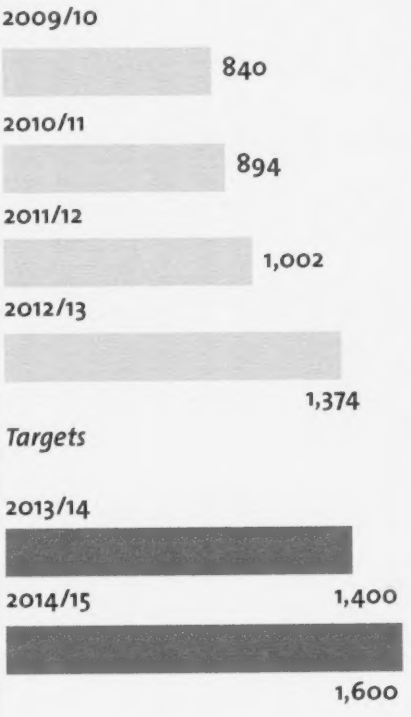
Results

Individuals and families who feel well supported by their service providers:

Individuals and families who purchase supports and services using individualized funding:



Families who receive direct payments for adult respite:

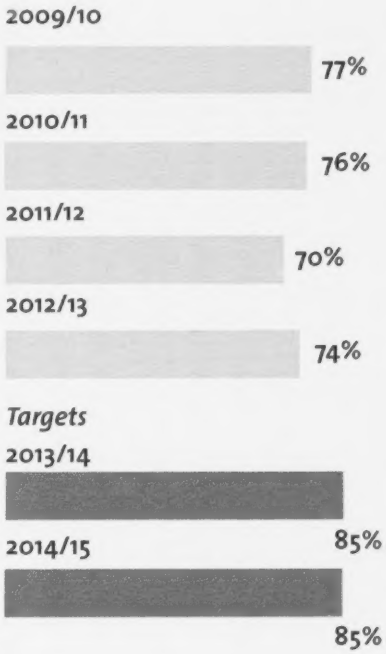


Year in Review: Operational Goals (cont'd)

Organizational Responsiveness

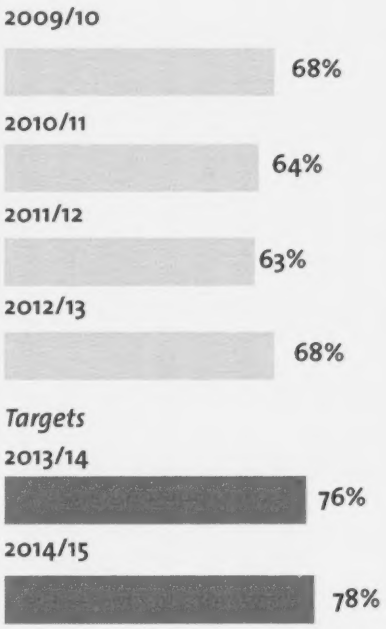
Results

Individuals and Families who feel their concerns were listened to:



Individuals and families who feel their concerns were addressed in a timely manner:

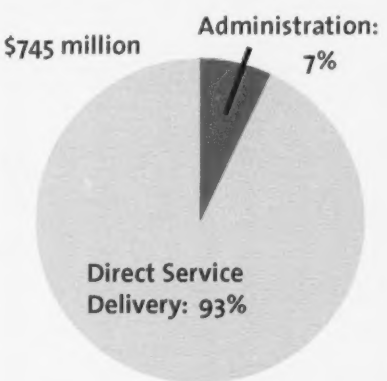
Individuals and families who feel they were provided with useful referrals and resources:



Operational Efficiency

Results

Distribution of CLBC budget:



Adults who choose to receive smaller, individualized living arrangements:

In 2012/13, CLBC provided new or enhanced services to nearly 50 per cent more individuals with developmental disabilities and 24 per cent more individuals eligible for PSI supports than in the previous year.

Financial Report

Management Discussion and Analysis

This discussion and analysis of the financial results from operations and financial position for the year ended March 31, 2013 should be read in conjunction with the audited financial statements and accompanying notes. Management has included some forward-looking statements which it believes to be reasonable, based on information currently available but these statements are subject to risks and uncertainties that may cause actual results to differ from those forward looking statements.

History and Financial Structure

CLBC was incorporated July 1, 2005 and assumed from the Ministry of Children and Family Development (MCFD) the policy, budgetary, contractual and operational responsibility for the delivery of community living services to adults.

Over the following years, CLBC had certain responsibilities for delivering community living services to children with development disabilities and children with special needs, either directly or on behalf of MCFD. Effective October 31, 2009, MCFD assumed all responsibility for community living services to children and the related regional staff and support infrastructure was transferred to MCFD.

On February 1, 2010, CLBC implemented the Personalized Supports Initiative (PSI) to provide service to adults with significant limitations in adaptive functioning and a diagnosis of fetal alcohol spectrum disorder or autism spectrum disorder (also known as pervasive developmental disorder).

CLBC provides its program services through contractual arrangements with individuals and non-profit and private agencies throughout the province, through direct funding to families, and through the operation of the Provincial Assessment Centre. Management of CLBC's contractual relationships and the planning and support for individuals and their families is conducted through offices distributed around the province, supported by corporate offices in Vancouver.

Ninety-three per cent of CLBC's expenditures are spent directly on contracted and direct program services to support individuals and their families.

Funding for CLBC operations is provided by contributions from the Province, recoveries from health authorities relating to individuals CLBC supports with health related issues, and other income and recoveries.

The majority of the individuals served by CLBC have life-long support requirements. As a result, most supports implemented represent ongoing commitments and expenditures. CLBC carefully manages its available resources over multiple years, monitoring the impact of the current year's commitments as they annualize into the following year. The Community Living Authority Act mandates that CLBC not operate at a deficit without the prior approval of the responsible Minister.

2012/13 Operating Environment and Risks

Service Demand

The number of adults presenting to CLBC continues to grow at a higher rate than the overall provincial population. The number of adults registered with CLBC grew by 5.7 per cent in 2012/13 (5.6 per cent in 2011/12). Those aged 19 to 23 continue to make up the bulk of the growth, with 789 of the 1,003 new individuals registering in the year being within that age group. In addition to the service demand generated by the increase in the number of individuals, demand is also impacted by the increasing disability-related needs of existing supported individuals as they, or their caregivers, age.

The impact of increased service demand has been managed through the following initiatives:

- Effective planning and prioritizing of services to avoid crises whenever possible;
- Allocating funds to provide supports to maintain family capacity and avoid more complex interventions;
- Development of crisis response mechanisms in regions to ensure that crisis placements are of short duration and are subject to a full re-evaluation once a personal plan has been developed;
- Effective and comprehensive systems to monitor and forecast new service commitments;
- Regional management focus on the multi-year impact of service commitments, and;
- Application of consistent policy and practice to appropriately cost services and assist in negotiation and oversight of contracted services.

Service Provider Relationship

Service provider participation is critical for the successful implementation of CLBC's service delivery model and the processes for resource allocation, procurement, contracting and monitoring. In addition, service provider capacity in smaller communities continues to be a challenge as typically there are a limited number of agencies offering services and limits on the type of services available. In some areas, recruiting Home Share providers continues to be an issue. CLBC engaged service providers and mitigated capacity challenges through:

- Promoting Individualized Funding as a choice for families;
- Encouraging the introduction of new service providers into underserved markets;
- Participating in a consultation table with unionized and non-union agencies;
- Utilizing procurement and contracting practice and language that streamlines processes and enhances transparency;
- Continuing to refine a contract funding methodology, including a contracting model to support and promote agency-supported Home Sharing;
- Working with service providers to implement the system of accountability for service level delivery; and
- Arranging to provide funding to service provider agencies to cover the incremental costs related to changes to minimum wage rates, the implementation of Family Day, and increases to pension costs.

Internal Organizational Capacity

CLBC continued to face considerable challenges related to the extent and pace of change it has been undertaking through the continued evolution of the service delivery model, the commitment to information management and the focus on enhanced contract monitoring. In addition, CLBC significantly increased new service implementation to respond to individuals' needs, increasing the demands on staff to ensure that individuals were appropriately served and services were effectively procured. CLBC managed these challenges through enhanced communication with staff, effective change management processes and an investment in staff training around systems and tools, the service delivery model and innovation.

Operating Revenue and Expenses

$ millions	Actual					2012/13		More (Less) Than	
	2007/08	2008/09	2009/10	2010/11	2011/12	Budget	Actual	Budget	2011/12
Operating Revenue									
Contributions from the Province	646.0	684.4	654.9	681.0	687.5	730.1	727.3	(2.8)	39.8
Recoveries from the Province	29.5	27.0	50.4	-	-	-	-	-	-
Other income and recoveries	11.1	11.5	10.6	12.2	13.7	14.2	14.7	0.5	1.0
Amortization of capital contributions	0.9	1.3	1.8	2.4	2.6	3.8	3.0	(0.8)	0.4
Total Revenue	687.5	724.2	717.7	695.6	703.8	748.1	745.0	(3.1)	41.2
Operating Expenses									
Contracted Services									
Developmental Disabilities Program	559.5	590.3	619.4	639.7	643.8	678.5	680.0	1.5	36.2
Personalized Supports Initiative	-	-	-	1.8	6.0	10.0	9.9	(0.1)	3.9
Children's Services	73.7	73.8	41.1	-	-	-	-	-	-
Provincial Services	4.5	4.3	4.5	4.6	4.7	4.7	4.6	(0.1)	(0.1)
Regional Operations & Administration	48.4	52.7	49.5	46.0	46.2	50.8	47.2	(3.6)	1.0
Capital Asset amortization	1.4	1.8	2.5	3.2	3.1	4.1	3.3	(0.8)	0.2
Total Expense	687.5	722.9	717.0	695.3	703.8	748.1	745.0	(3.1)	41.2
Annual Surplus	-	1.3	0.7	0.3	-	-	-	-	-
Accumulated Surplus	1.5	2.8	3.5	3.7	3.7	3.8	3.7	(0.1)	-
Total Debt	0.8	0.7	0.5	0.3	0.2	0.1	0.1	-	(0.1)
Capital Expenditures	3.2	3.6	2.6	3.4	3.8	3.5	3.3	(0.2)	(0.5)

Fiscal 2012/13 Operating Results

CLBC closed the year ended March 31, 2013 with a balanced budget. Contract recoveries of $17.3 million realized on existing contracted services, along with increased Provincial contributions of $ 39.8 million, enabled CLBC to manage the annualizing costs of services implemented in 2011/12 , address increasing service provider cost pressures, and provide an additional $33.7 million in services in the year, improving the lives of 2,810 supported individuals. This is the highest number of individuals provided new services within a year since CLBC's inception.

Operating Revenue

Some of the operating contributions that CLBC receives from government are restricted for specific purposes, and any such contributions that are not utilized within the year received, can be deferred (or carried forward) for future use. This impacts the timing of when the operating contributions are reflected as revenue and allows for the full utilization of funding that would otherwise be no longer available to CLBC once the year ends.

Operating contributions reported as revenue in 2012/13 were $2.8 million less than budget, due to a higher than anticipated amount available for deferral for future use.

The Voted Appropriation of contributions from the Province increased by $37.8 million compared to 2011/12, of which $17.8 million was new funding to address the cost of annualization of services implemented in 2011/12 , $10.0 million was new funding to support Youth Transition and Employment, and $10.0 million in Municipal Pension Plan funding, previously provided out of contingency at a lower amount, was incorporated into the appropriation. The amount made available through government contingencies to fund new services was increased by $6.0 million. Changes in deferrals of restricted contributions (both operating and capital) brought the total reported operating contributions in the fiscal year to $39.8 million more than 2011/12.

The following table illustrates the relationship between the contributions from the Province recorded as operating revenue and the total amount of provincial government transfers received by CLBC.

Other income and recoveries were over budget by $0.5 million and were $1.0 million higher than in 2011/12, principally due to additional health authority cost share agreements on new services implemented.

Amortization of capital contributions, and the associated Capital Asset Amortization expense, were lower than budget due to changes in the timing and nature of capital acquisitions.

Contracted Services – Adults with Developmental Disabilities

Total expenditures on services for adults with developmental disabilities were $680 million which was $1.5 million (or about 0.2%) more than budgeted. However, CLBC implemented $33.7 million in new services and required support increases within the year (annualizing to $53.9 million) which was 28% above plan and made possible by contract recoveries being available for re-investment in new services for individuals, with the result that 39% (790) more individuals than planned were positively impacted.

Contracted service costs were in total $36.2 million higher than in 2011/12 due to the $19.5 million in annualizing costs of services implemented in 2011/12 and the new services put in place in 2012/13, offset by the impact of contract recoveries implemented this year ($17.3 million) and last year ($6.5 million). An increase in service provider costs related to MPP, changes in Minimum Wage legislation and the addition of Family Day added a further $6.8 million to expenditures.

Referring to the above table, with a caseload growth for 2012/13 of 5.7 per cent (a net increase of 814 individuals), CLBC implemented 4,537 new services or required support increases to improve the lives of 2,810 individuals. These services had a cost in the fiscal year of $33.7 million and an annualized cost of $53.9 million, with an average cost per person of $19,200. The average cost per person is lower than prior years due to a higher proportion of respite and other family supports being provided to transitioning youth. The average annual cost of all individuals in CLBC's caseload was $46,400 in 2012/13 which is consistent with 2011/12 but lower than prior years.

Contributions from the Province

$ millions	Actual						2012/13	
	2006/07	2007/08	2008/09	2009/10	2010/11	2011/12	Budget	Actual
Voted Appropriation								
Base Funding	559.9	591.9	624.8	661.4	670.7	673.6	698.5	698.5
Children's Services	52.1	54.6	61.6	-	-	-	-	-
Personalized Supports Initiative	-	-	-	1.4	4.3	7.4	10.3	10.3
Youth Transition & Employment	-	-	-	-	-	-	10.0	10.0
	612.0	646.5	686.4	662.8	675.0	681.0	718.8	718.8
Access to Contingencies								
MPP Funding					9.1	7.7	-	-
Caseload Growth	-	-	-	-	-	6.0	12.0	12.0
Total Government Transfers	612.0	646.5	686.4	662.8	684.1	694.7	730.8	730.8
Restricted Contributions - Operating	-	-	-	(4.6)	2.4	(2.4)	1.3	(1.5)
Restricted Contributions - Capital	(1.7)	(0.5)	(2.0)	(3.3)	(5.5)	(4.8)	(2.0)	(2.0)
Operating Contributions	610.3	646.0	684.4	654.9	681.0	687.5	730.1	727.3

Contracted Services – Personalized Supports Initiative

At the end of the third full year of operation, 513 adults were registered as eligible for service with CLBC through the Personalized Supports Initiative. This represents an increase of 172 individuals within the year, duplicating the level of growth in the prior year. A total of 583 new services were implemented in 2012/13 benefitting 259 individuals at a cost of $3.7 million within the fiscal year and annualizing to $5.6 million ongoing. Overall program expenditures for the year were very close to plan at $9.9 million. This is an increase of $3.9 million over last year due to the new services put in place within the year plus the annualization of services implemented in 2011/12.

Regional Operations & Administration

At $47.2 million, expenditures on Regional Operations and Administration in 2012/13 were up by only $1 million from the 2011/12 level, primarily due to increased labour costs, and were $3.6 million less than budgeted. Variances from budget were largely due to efforts to constrain spending resulting in $1.4 million short term savings in labour costs through delayed hiring, and $0.8 million lower than planned professional services. Additional savings include a $0.7 million lower than planned telecommunications expense and $0.2 million variance on building occupancy costs.

Capital Expenditures

CLBC capital expenditures relate to information systems, leasehold improvements, furniture, and vehicles. CLBC receives capital contributions from the Province annually. The contributions are deferred and recognized as income (or amortized) over the life of the assets acquired with the funds.

CLBC received $2.0 million in capital contributions from the Province and expended $3.3 million on capital additions in the year, of which $3.1 million was for information systems.

The Information Resource Management Plan (IRMP) guides CLBC's information systems investment. This multi-year plan, which is reviewed and approved by the CLBC Board of Directors and the Ministry of Social Development and Social Innovation annually, continues to implement an integrated suite of applications and its supporting infrastructure. The integrated solution manages the provision of services to over 15,000 individuals through approximately 5,500 contracts and agreements with 3,300 service providers across the Province. Major components of the systems delivery and maintenance plan are:

- Service Delivery Management system (PARIS)
- Contract Management System (Upside)
- Data Warehouse and Decision Support Systems (Sequel Server)
- Vendor Document Management (Sharepoint)
- System Infrastructure (Data Centre)
- Staff Portal (Telerik)

The integrated solution continues to support the electronic environment with more effective corporate reporting tools to facilitate informed decision-making.

Development is underway in government to establish a common case management system across multiple Ministries and public sector entities, known as Integrated Case Management (ICM). CLBC participated in a joint FIT/GAP analysis to determine the feasibility and timing of participating in ICM. The resulting report concluded that although ICM is not sufficiently developed to meet CLBC's current requirements, this will be re-visited in 2014 to re-assess at that time. The nature of further development and enhancements to some of CLBC's reporting, contracting and procurement systems may be impacted by the outcome of this re-assessment.

Accumulated Surplus and Liquidity

Cash balances at March 31, 2013 amounted to $11.9 million, a decrease of $10.8 million from the previous year primarily due to the timing of the receipt of contributions from the Province. Accumulated Surplus was unchanged at $3.7 million.

Adult Contracted Program Services for Individuals with Developmental Disabilities

	Actual					2012/13	
	2007/08	2008/09	2009/10	2010/11	2011/12	Budget	Actual
Total Number of Eligible Individuals at Year End	11,356	12,015	12,715	13,481	14,241	14,964	15,055
% increase from prior year	9.2%	5.8%	5.8%	6.0%	5.6%	5.1%	5.7%
New Services & Required Support Increases Implemented							
Number of services	1,955	2,305	3,547	2,231	3,374	3,232	4,537
Number of individuals supported	1,203	1,376	2,250	1,361	1,875	2,020	2,810
Cost within the fiscal year ($ millions)	18.3	25.4	36.0	21.6	25.1	26.4	33.7
Annual cost of service ($ millions)	21.7	34.3	53.3	31.5	44.6	37.1	53.9
Average annual cost per person ($ thousands)	18.0	24.9	23.7	23.1	23.8	18.5	19.2
Contracted Service Recoveries							
Recoveries within the fiscal year ($ millions)	8.1	9.5	15.7	28.1	21.2	8.1	17.3
Annual ongoing service recoveries ($ millions)	8.9	12.8	20.3	39.1	27.7	10.5	19.3
Average Annual Cost per Eligible Individual							
($ thousands)	51.3	49.9	50.3	48.8	46.4	46.5	46.4

Data Integrity

Operational and statistical data on the number of individuals eligible and registered with CLBC, services requested, new and enhanced services provided and the nature and type of contracts and resources under contract to CLBC continues to be provided through a mix of business systems and manual processes. Data on the eligibility and demographics of individuals presenting for service since the implementation of CLBC's service delivery management system in July 2006 has been externally reviewed and verified. The manual controls in place around data capture on adult new and enhanced service/savings data, residential services and demographics of individuals are sound and considered reliable. However, a recent audit has indicated a significant deficiency in the reliability of information on requested services and management is implementing controls to improve data quality. Other improvements continue to be made as data collection becomes part of automated business processes being developed within CLBC's operational systems for service delivery management and contract management.

Future Outlook

CLBC is projecting caseload growth for individuals with developmental disabilities at 4.9%, 4.7% and 4.4% in the three years to 2015/16. Provincial contributions for Transitioning Youth and Employment have been increased by $10 million for 2013/14 and a further $10 million for 2014/15. As outlined in the 2013/14 Service Plan, these funding increases along with year to year changes in deferral and utilization of restricted funds, result in forecast increases in operating contributions of $12 million, $7.9 million and $0.5 million in each of the next three years. The increased operating contributions account almost entirely for the changes in total revenue for those years as shown below. The following table presents the actual and projected growth in CLBC's caseload of adults with developmental disabilities, and the summary revenues and expenditures for the period based on currently approved funding levels.

In the fall of 2011, two reviews of CLBC were commissioned. The first, a review by the Internal Audit & Advisory Services of the Office of the Comptroller General, found that CLBC funds were well managed and that the agency looks for cost effective and innovative ways to manage taxpayer funds. The second, the Deputy Ministers' Working Group, concluded that CLBC's service delivery model was sustainable, but requires improvements in a number of areas. The resulting 12-Point Plan lays the groundwork to move forward with the implementation of an integrated service delivery model for services to individuals with developmental disabilities. The financial impacts of this cannot be determined at this time and are not reflected in the financial outlook presented above.

As CLBC is required by legislation to operate within the funding provided, the expenditures in the above financial outlook, and the 2013/14 Service Plan, are necessarily constrained by the forecast increase in provincial contributions.

Forecast Demand & Expenditures

	Actual						Forecast		
	2007/08	2008/09	2009/10	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16
Service Demand (DD)									
% Increase in Eligible Adults	9.2%	5.8%	5.8%	6.0%	5.6%	5.7%	4.9%	4.7%	4.4%
Revenue & (Expenditures) - $ millions									
Revenue	688	724	718	696	704	745	757	765	766
Contracted Services - Adult									
Developmental Disabilities	(560)	(591)	(619)	(640)	(644)	(680)	(688)	(695)	(696)
Personalized Supports Initiative	-	-	-	(2)	(6)	(10)	(10)	(10)	(10)
Contracted Services - Children	(74)	(74)	(41)	-	-	-	-	-	-
Provincial Services	(4)	(4)	(5)	(5)	(5)	(5)	(5)	(5)	(5)
Other Operations & Administration	(50)	(54)	(52)	(49)	(49)	(50)	(54)	(55)	(55)
Annual Surplus	-	1	1	-	-	-	-	-	-

Audited Financial Statements

Manager's Report

COMMUNITY LIVING BRITISH COLUMBIA

Management's Report

Management's Responsibility for the Financial Statements

The financial statements of Community Living British Columbia as at March 31, 2013, and for the year then ended have been prepared by management in accordance with the basis of accounting discussed in Note 2(a), and the integrity and objectivity of these statements are management's responsibility. Management is also responsible for the notes to the financial statements, and for ensuring that this information is consistent, where appropriate, with the information contained in the financial statements. A summary of the significant accounting policies are described in Note 2 to the financial statements. The preparation of financial statements necessarily involves the use of estimates based on management's judgment, particularly when transactions affecting the current accounting period cannot be finalized with certainty until future periods.

Management is also responsible for implementing and maintaining a system of internal controls to provide reasonable assurance that reliable financial information is produced. The internal controls are designed to provide reasonable assurance that assets are safeguarded, transactions are properly authorized and recorded in compliance with legislative and regulatory requirements, and reliable financial information is available on a timely basis for preparation of the financial statements.

The Board of Directors ("Board") are responsible for ensuring that management fulfills its responsibilities for financial reporting and internal control. The Board reviews internal financial statements on a regular basis and external audited financial statements yearly. The Board also discusses any significant financial reporting or internal control matters prior to their approval of the financial statements.

The external auditors, Deloitte LLP, conduct an independent examination, in accordance with Canadian generally accepted auditing standards, and express their opinion on the financial statements. The external auditors have full and free access to financial management of Community Living British Columbia and meet when required. The accompanying Auditor's Report outlines their responsibilities, the scope of their examination and their opinion on these financial statements.

On behalf of Community Living British Columbia

Doug Woollard
Interim Chief Executive Officer

Richard Hunter
Vice President Corporate Services

Auditor's Report

Deloitte

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Independent Auditor's Report

To the Board of Directors of
Community Living British Columbia, and
to the Minister of Social Development, Province of British Columbia

We have audited the accompanying financial statements of Community Living British Columbia, which comprise the statement of financial position as at March 31, 2013, and the statements of operations, changes in net debt and cash flows for the year then ended, and the notes to the financial statements.

Management's Responsibility for the Financial Statements

Management is responsible for the preparation of these financial statements in accordance with Section 23.1 of the Budget Transparency and Accountability Act of the Province of British Columbia, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

Auditor's Responsibility

Our responsibility is to express an opinion on these financial statements based on our audit. We conducted our audit in accordance with Canadian generally accepted auditing standards. Those standards require that we comply with ethical requirements and plan and perform the audit to obtain reasonable assurance about whether the financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditor's judgment, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by management, as well as evaluating the overall presentation of the financial statements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

Opinion

In our opinion, the statement of financial position of Community Living British Columbia as at March 31, 2013 and the statements of operations, changes in net debt and cash flows for the year then ended are prepared, in all material respects, in accordance with Section 23.1 of the Budget Transparency and Accountability Act of the Province of British Columbia.

Emphasis of Matter

We draw attention to Note 2 (a) to the financial statements which describes the basis of accounting used in the preparation of these financial statements and the significant difference between the basis of accounting and Canadian Public Sector Accounting Standards. Our opinion is not qualified in respect of this matter.

Deloitte LLP

Chartered Accountants
May 28, 2013
Vancouver, British Columbia

Statement of Financial Position

COMMUNITY LIVING BRITISH COLUMBIA

Statements of Financial Position

(Expressed in thousands of dollars)

As at March 31

	2013	2012
Financial Assets		
Cash	$ 11,912	$ 22,720
Accounts receivable (Note 5)	17,189	9,259
Retiring allowance amounts receivable (Note 6a)	852	930
	29,953	32,909
Liabilities		
Accounts payable and accrued liabilities	12,161	15,131
Salaries, wages and benefits payable	3,848	4,380
Employee leave liability payable	1,309	1,205
Accrued retiring allowance liabilities (Note 6a)	1,321	1,308
Capital lease obligations (Note 7)	108	210
Deferred operating contributions (Note 8)	6,204	4,721
Unspent deferred capital contributions (Note 9)	2,222	3,523
Deferred capital contributions used to purchase tangible capital assets (Note 9)	10,426	10,174
	37,599	40,652
Net Debt	(7,646)	(7,743)
Non-Financial Assets		
Tangible capital assets (Notes 9 & 10)		
Funded by capital contributions	10,426	10,174
Unfunded	377	692
	10,803	10,866
Prepaid expenses	591	625
	11,394	11,491
Accumulated Surplus (Note 11)	$ 3,748	$ 3,748

Commitments, contract obligations and contingencies (Note 16)

Approved on behalf of the Board:

Denise Turner
Chair

Arn van Iersel
Finance & Audit Committee Chair

The accompanying notes are an integral part of these financial statements.

Statement of Operations

COMMUNITY LIVING BRITISH COLUMBIA

Statements of Operations

(Expressed in thousands of dollars)

For the years ended March 31

	2013 Budget (Note 17)	2013 Actual	2012 Actual
Revenues:			
Operating contributions from the Province of British Columbia (Note 8)	$ 730,058	$ 727,306	$ 687,458
Cost sharing agreements with regional health authorities	13,000	13,287	12,455
Interest income	700	645	731
Other income	474	727	521
Amortization of deferred capital contributions (Note 9)	3,834	3,025	2,658
	748,066	744,990	703,823
Expenses: (Note 15)			
Contracted services			
Developmental Disabilities program	678,455	680,009	643,779
Personalized Supports Initiative program	9,941	9,858	6,023
Provincial services	4,688	4,552	4,693
Regional operations & administration	50,845	47,232	46,234
Amortization of tangible capital assets	4,137	3,339	3,094
	748,066	744,990	703,823
Annual surplus	-	-	-
Accumulated surplus at beginning of year		3,748	3,748
Accumulated surplus at end of year		$ 3,748	$ 3,748

The accompanying notes are an integral part of these financial statements.

Statement of Changes in Net Debt

COMMUNITY LIVING BRITISH COLUMBIA

Statement of Changes in Net Debt

(Expressed in thousands of dollars)

For the years ended March 31

	2013 Budget (Note 17)	2013 Actual	2012 Actual
Annual surplus	$ -	$ -	$ -
Acquisition of tangible capital assets	(3,488)	(3,289)	(3,843)
Amortization of tangible capital assets	4,137	3,339	3,094
Loss on disposal of tangible capital assets		13	-
		63	(749)
Decrease in prepaid expenses		34	232
Decrease (increase) in net debt		97	(517)
Net debt at the beginning of year		(7,743)	(7,226)
Net debt at the end of year		$ (7,646)	$ (7,743)

The accompanying notes are an integral part of these financial statements.

Statement of Cash Flows

COMMUNITY LIVING BRITISH COLUMBIA

Statement of Cash Flows

(Expressed in thousands of dollars)

For the years ended March 31

	2013	2012
Cash provided by (used in):		
Operating activities:		
Annual surplus	$ -	$ -
Items not involving cash:		
Amortization of deferred capital contributions	(3,025)	(2,658)
Amortization of tangible capital assets	3,339	3,094
Loss on disposal of tangible capital assets	13	-
	327	436
(Increase) decrease in non-cash working capital	(9,720)	2,776
	(9,393)	3,212
Financing activities:		
Additions to deferred capital contributions	1,976	4,760
Reduction in obligations under capital leases	(102)	(112)
	1,874	4,648
Capital activities:		
Purchase of tangible capital assets	(3,289)	(3,843)
	(3,289)	(3,843)
(Decrease) increase in cash	(10,808)	4,017
Cash, beginning of year	22,720	18,703
Cash, end of year	$ 11,912	$ 22,720
Supplemental information:		
Interest received	$ 647	$ 731
Interest paid	$ 4	$ 12

The accompanying notes are an integral part of these financial statements.

COMMUNITY LIVING BRITISH COLUMBIA
Notes to the Financial Statements
(Expressed in thousands of dollars)

March 31, 2013

1. Authority and purpose

Community Living British Columbia ("CLBC") was established on July 1, 2005 under the Community Living Authority Act as a Crown Agency of the Province of British Columbia.

CLBC is accountable to the provincial government through the Minister of Social Development (the "Minister") and is mandated to provide a variety of community living supports and services for adults with developmental disabilities, and their families. CLBC manages these supports and services which are provided through contractual arrangements between CLBC and individuals and agencies throughout the Province of British Columbia. CLBC is responsible for directing operations, enforcing standards, and managing funds and services. The Minister is responsible for the legislative, regulatory and public policy framework within which CLBC operates.

CLBC is dependent on the Ministry of Social Development ("MSD") to provide sufficient funding to continue operations.

Under the Community Living Authority Act, CLBC is exempt from both federal and provincial income and capital taxes.

2. Significant accounting policies

a) Basis of accounting:

These financial statements have been prepared in accordance with section 23.1 of the Budget Transparency and Accountability Act of British Columbia that requires the accounting policies and practices of government organizations to conform to generally accepted accounting principles for senior governments in Canada, as modified by any alternative standard or guideline that is made by the Treasury Board. The Canadian Public Sector Accounting Standards ("PSAS") are the generally accepted accounting principles for senior governments in Canada.

In November 2011, a Treasury Board regulation was issued that requires tax-payer supported organizations to adopt the accounting policies for capital contributions and other restricted contributions described in note 2(b). Those accounting policies are significantly different from PSAS which requires that government transfers with stipulations be recognized as revenue in the period the transfer is authorized and all eligibility criteria have been met, except when and to the extent that the transfer gives rise to an obligation that meets the definition of a liability. Any such liability is reduced, and an equivalent amount of revenue is recognized, as the liability is settled.

The basis of accounting that CLBC adopted is different from PSAS with respect to the timing of revenue recognition for government transfers. If CLBC had recorded government transfers under PSAS rather than the accounting policy described in note 2(b), capital contributions recognized as revenue and the annual surplus for the year ended March 31, 2013 would have increased by $252 (2012 - $1,185). Consequentially, as at March 31, 2013, deferred capital contributions used to purchase tangible capital assets would have decreased and the accumulated surplus would have increased by $10,426 (2012 – $10,174). Under PSAS, the total cash flows from operating, financing, and capital transactions for the years ended March 31, 2013 and 2012 would have been the same as reported in these financial statements.

COMMUNITY LIVING BRITISH COLUMBIA
Notes to the Financial Statements
(Expressed in thousands of dollars)

March 31, 2013

Had CLBC adopted PSAS together with the not-for-profit provisions, another alternative basis of accounting permitted under Canadian generally accepted accounting principles, capital contributions recognized as revenue and the annual surplus for each year would have been the same as reported in these financial statements. Further, deferred capital contributions used to purchase tangible capital assets would have been the same as reported in these financial statements.

b) Revenue recognition:

Operating contributions from the Province of British Columbia are accounted for in accordance with PS 3410 – *Government Transfers*. Under PS 3410, contributions without stipulations are recognized as revenue in the period the transfer is authorized and all eligibility criteria have been met; and contributions that are subject to stipulations are recognized as revenue in the period when such stipulations are met.

Government transfers received for the purpose of developing or acquiring a depreciable tangible capital asset are deferred and recognized as revenue at the same rate as the amortization, and any impairment, of the tangible capital asset.

Cost sharing agreements with regional health authorities, interest income and other income are recognized as revenue in the period the transactions or events giving rise to the revenues occur.

c) Financial instruments:

Financial instruments include cash, accounts receivable, accounts payable, accrued liabilities, salaries, wages and benefits payable.

Financial instruments are accounted for in accordance with PS 3450 – *Financial Instruments*. Accounts receivable are carried at cost less a valuation allowance. Accounts payable, accrued liabilities, salaries, wages and benefits payable are carried at cost or an estimate thereof.

d) Tangible capital assets:

Tangible capital assets are initially recorded at cost. When a tangible capital asset no longer contributes to CLBC's ability to provide services, or the future economic benefit to be provided by a tangible capital asset has permanently declined below its book value, the carrying value of the asset is reduced to reflect the decline in value. Amortization is calculated on a straight-line basis over the assets' estimated useful lives or lease term at the following rates:

Leasehold improvements	Lease term to a maximum of 5 years
Vehicles	7 years
Furniture and equipment	5 years
Information systems	3-5 years

Assets acquired under capital leases are amortized over the lesser of the estimated life of the asset and the lease term. Systems development work-in-progress represents the unamortized costs incurred for the development of information technology which is not substantially complete.

On completion, the work-in-progress balance is transferred to the completed assets account and amortized over its estimated useful life.

COMMUNITY LIVING BRITISH COLUMBIA
Notes to the Financial Statements
(Expressed in thousands of dollars)

March 31, 2013

e) Employee future benefits:

Liabilities are recorded for employee retiring allowance benefits as employees render services to earn those benefits. The actuarial determination of the accrued benefit obligations uses the projected benefit method prorated on service. That method incorporates management's best estimate of future salary levels, retirement ages of employees, and other actuarial factors.

Defined contribution plan accounting is applied to the multi-employer defined benefit pension plan because sufficient information is not available to apply defined benefit accounting. Accordingly, contributions are expensed as they become payable.

3. Measurement uncertainty

In preparing these financial statements, management has made estimates and assumptions that affect the reported amounts of assets, liabilities, revenues and expenses and the disclosure of contingent assets and liabilities. Significant areas requiring the use of management estimates include the determination of allowances for doubtful accounts, retiring allowance amounts receivable, accrued liabilities, employee leave liability payable, accrued retiring allowance liabilities and the useful lives of tangible capital assets. Actual results could differ from these estimates.

4. Comparatives

Certain comparative figures have been restated to conform with the current year's presentation.

5. Accounts receivable

	2013	2012
Due from the government of British Columbia	$ 15,675	$ 152
HST recoverable	596	1,726
Other receivables	1,282	7,665
	17,553	9,543
Valuation allowance	(364)	(284)
	$ 17,189	$ 9,259

6. Employee future benefits

a) Employee retiring allowance benefits:

Employees with 20 years of service and having reached a certain age are entitled to receive certain lump sum payments upon retirement. These retiring allowance benefit payments are based upon final salary levels and the number of years of service.

Where employees of CLBC have accrued service with other British Columbia government organizations, under an agreement between CLBC and the Public Service Agency (PSA) of the British Columbia government, the portion of retiring allowance benefits attributable to periods of employee service other than at CLBC, is recoverable from PSA.

Retiring allowance liabilities and the related receivable from PSA as of March 31, 2013 and 2012 are based on an actuarial valuation at March 31, 2011. The next actuarial valuation will be at March 31, 2014.

COMMUNITY LIVING BRITISH COLUMBIA
Notes to the Financial Statements
(Expressed in thousands of dollars)

March 31, 2013

		2013		2012
Benefit obligation	$	1,321	$	1,308
Amount recoverable from PSA	$	852	$	930
Assumed discount rate		4.50%		4.50%
Assumed rate of compensation increase		3.75%		3.75%
Benefit expense	$	88	$	87
Benefits paid	$	113	$	113

b) Employee pension benefits:

CLBC and its employees contribute to the Public Service Pension Plan (the "Plan"). The British Columbia Pension Corporation administers the Plan, including payments of pension benefits to employees. The Plan is a multi-employer, defined benefit plan. Under joint trusteeship, the risk and reward associated with the Plan's unfunded liability or surplus is shared between the employers and the plan members and will be reflected in their future contributions. The most recent actuarial valuation, at March 31, 2011, disclosed an actuarial deficit of $226,000. The next actuarial valuation will be at March 31, 2014.

CLBC contributions to the Plan of $2,746 were expensed during the year (2012 - $2,426).

7. Capital lease obligations

The minimum future lease payments under capital leases are as follows:

		2013		2012
Year ending March 31,				
2013	$	-	$	105
2014		74		74
2015		24		24
2016		12		12
		110		215
Less amount representing interest		(2)		(5)
	$	108	$	210

COMMUNITY LIVING BRITISH COLUMBIA

Notes to the Financial Statements

(Expressed in thousands of dollars)

March 31, 2013

8. Deferred operating contributions

Deferred operating contributions represent unspent amounts received from the Province of British Columbia that are restricted for specific operating purposes. Amounts recognized as revenue in the Statement of Operations are recorded as operating contributions from the Province of British Columbia.

	2013	2012
Deferred operating contributions, beginning of year	$ 4,721	$ 2,275
Restricted operating contributions received	32,310	16,310
Amounts recognized as revenue	(30,827)	(13,864)
Deferred operating contributions, end of year	$ 6,204	$ 4,721

9. Deferred capital contributions

Deferred capital contributions represent amounts received from the Province of British Columbia, restricted for the purposes of acquiring tangible capital assets, which have not been recognized as revenue.

Deferred capital contributions:	2013			
	Spent	Unspent	Total	2012
Balance, beginning of year	$ 10,174	$ 3,523	$ 13,697	$ 11,595
Contributions received	-	1,976	1,976	4,760
Contributions used to purchased tangible capital assets	3,277	(3,277)	-	-
Amounts recognized as revenue	(3,025)	-	(3,025)	(2,658)
Balance, end of year	$ 10,426	$ 2,222	$ 12,648	$ 13,697

Funded and unfunded tangible capital assets at net book value:	2013			
	Funded	Unfunded	Total	2012
Balance, beginning of year	$ 10,174	$ 692	$ 10,866	$ 10,117
Purchases	3,277	12	3,289	3,843
Amortization	(3,025)	(314)	(3,339)	(3,094)
Disposals	-	(13)	(13)	-
Balance, end of year	$ 10,426	$ 377	$ 10,803	$ 10,866

COMMUNITY LIVING BRITISH COLUMBIA
Notes to the Financial Statements
(Expressed in thousands of dollars)

March 31, 2013

10. Tangible capital assets

	Leasehold improve-ments	Vehicles under capital lease	Vehicles	Furniture and equipment	Information systems hardware /software	Systems develop. work-in-progress	Total
Cost:							
March 31, 2011	$ 1,788	$ 900	$ 105	$ 876	$ 12,458	$ 3,689	$ 19,816
Additions	113	-	155	305	3	3,267	3,843
Disposals	-	(112)	-	(2)	-	-	(114)
Transfers	-	(77)	77	-	5,224	(5,224)	-
March 31, 2012	$ 1,901	$ 711	$ 337	$ 1,179	$ 17,685	$ 1,732	$ 23,545
Additions	61	-	80	11	19	3,118	3,289
Disposals	(337)	-	-	(118)	(809)	-	(1,264)
Transfers	-	-	-	-	2,524	(2,524)	-
March 31, 2013	$ 1,625	$ 711	$ 417	$ 1,072	$ 19,419	$ 2,326	$ 25,570
Accumulated Amortization:							
March 31, 2011	$ 1,345	$ 578	$ 15	$ 600	$ 7,161	-	$ 9,699
Additions	182	112	15	133	2,652	-	3,094
Disposals	-	(112)	-	(2)	-	-	(114)
Transfers	-	(77)	77	-	-	-	-
March 31, 2012	$ 1,527	$ 501	$ 107	$ 731	$ 9,813	-	$ 12,679
Additions	155	102	37	132	2,913	-	3,339
Disposals	(337)	-	-	(117)	(797)	-	(1,251)
Transfers	-	-	-	-	-	-	-
March 31, 2013	$ 1,345	$ 603	$ 144	$ 746	$ 11,929	-	$ 14,767
Net Book Value:							
March 31, 2012	$ 374	$ 210	$ 230	$ 448	$ 7,872	$ 1,732	$ 10,866
March 31, 2013	$ 280	$ 108	$ 273	$ 326	$ 7,490	$ 2,326	$ 10,803

COMMUNITY LIVING BRITISH COLUMBIA
Notes to the Financial Statements
(Expressed in thousands of dollars)

March 31, 2013

11. Accumulated surplus

The accumulated surplus of $3,748 at March 31, 2013 and 2012 includes $1,272 resulting from the transfer of the net assets of the Interim Authority for Community Living British Columbia to CLBC on October 7, 2005. CLBC has issued and registered to the Minister of Finance one share with a par value of ten dollars which is also included in accumulated surplus.

12. Financial instruments

In management's opinion, CLBC is not exposed to significant credit, currency, interest rate, liquidity and market risks relating to the valuation of financial instruments.

Cash is held in a savings account and is insured by the Credit Union Deposit Insurance Corporation. CLBC routinely monitors receivables for credit risk through analysis of the nature, terms and aging of receivables. CLBC's maximum exposure to credit risk is $29,101 (2012 - $31,979) of which $28,183 (2012 - $24,598) is due from the Province of British Columbia or the Government of Canada or insured by the Credit Union Deposit Insurance Corporation.

Accounts payable, accrued liabilities, salaries, wages and benefits payable are payable within one year.

13. Related party transactions

CLBC is related to various British Columbia public sector entities through common control by the Province of British Columbia. Transactions with these entities and the Province of British Columbia are considered to be in the normal course of operations and are recorded at their exchange amounts.

The amounts of related party transactions and balances not disclosed elsewhere in these financial statements are as follows:

	2013		2012	
	Province of BC	BC public sector entities	Province of BC	BC public sector entities
For the year ended March 31:				
Contracted services				
Developmental Disabilities program	$ 125	$ 5,769	$ 535	$ 6,386
Personal Supports Initiative program	-	33	-	59
Provincial services	1,354	-	1,149	-
Regional operations & administration	10,804	22	10,892	74
As at March 31:				
Accounts receivable	$ 15,675	$ 80	$ 152	$ 88
Accounts payable and accrued liabilities	632	862	2,338	783
Salaries, wages and benefits payable	107	-	119	-
Prepaid expenses	39	-	39	-

COMMUNITY LIVING BRITISH COLUMBIA
Notes to the Financial Statements
(Expressed in thousands of dollars)

March 31, 2013

14. Segment reporting

CLBC operates in one business segment which is providing supports and services to adults living in British Columbia who are either developmentally disabled or have a significant limitation in adaptive functioning along with a diagnosis of Fetal Alcohol Spectrum Disorder or Pervasive Development Disorder (Personal Supports Initiative).

15. Expenses by object

	2013	2012
Contracted program services	$ 689,867	$ 649,802
Contracted provincial services	1,099	1,108
Compensation and benefits	35,868	35,331
Building occupancy costs	5,083	5,148
General expenses	4,512	4,484
Communications and information technology	3,383	3,111
Administration costs	1,839	1,745
Amortization of tangible capital assets	3,339	3,094
	$ 744,990	$ 703,823

16. Commitments, contract obligations and contingencies

a) Operating lease commitments:

CLBC leases premises and equipment under operating leases. Minimum future lease payments as at March 31, 2013 are as follows:

Year ending March 31,	
2014	$ 5,182
2015	4,941
2016	4,032
2017	2,731
2018 and beyond	584

b) Contractual Obligations:

Contracted program services are primarily delivered by independent service providers under the terms of contracts which have termination notice periods without cause of between 30 and 90 days.

c) Litigation:

The nature of CLBC's activities is such that there is occasional litigation where CLBC is named as defendant. With respect to known claims, management is of the opinion that CLBC has valid defences and appropriate insurance coverage in place, or if there is unfunded risk, such claims are not expected to have a material effect on CLBC's financial position and results of operations. Where it is determined that a liability exists and the amount can be reasonably determined, the amount is recorded as an accrued liability and an expense.

COMMUNITY LIVING BRITISH COLUMBIA
Notes to the Financial Statements
(Expressed in thousands of dollars)

March 31, 2013

17. Budgeted figures

Budgeted figures are provided for comparison purposes and represent the approved budget as disclosed in the CLBC 2012/13 Service Plan.

Glossary of Terms

Accreditation - A way to examine the extent to which an organization meets specified external standards. It involves comparing an organization's actual performance with existing industry standards of operation. Skilled and trained surveyors/ peer reviewers from the Commission on Accreditation of Rehabilitation Facilities (a third party accrediting body) check an organization against national or international standards.

Provincial Advisory Committee (PAC) - Made up of family members and adults with developmental disabilities. PAC acts as a link to the Board on successes and concerns identified by Community Councils and recommends improvements to policy and practice for CLBC Board and staff consideration to enhance the quality of life for people served by CLBC.

Analyst - A CLBC staff member who makes decisions on requests for funding and/or services and monitors contracts, develops increased provider capacity, ensures a crisis response capacity exists in local communities, and works to improve the effectiveness of contracted services.

Community Council - A voluntary body established in communities across the province whose role includes collaborating with community partners to support the full participation of people with developmental disabilities in their communities.

Community Inclusion Services - Activities funded by CLBC that an individual can participate in within their home community, such as employment services, individualized supports and community based programs.

Community Living Authority Act - An Act of B.C.'s legislature that provides the legal basis for CLBC.

Developmental Disability - Presence of a developmental disability is determined through an assessment provided by a registered or certified psychologist.

Direct Family Support - Services provided by private or non-profit contractors that may include counselling, support, networking and referrals. Advocacy, educational workshops and partnership building are also important components of this work.

Direct Funding - A fixed amount of funding provided directly to an individual or family so they may purchase a specified service.

Facilitator - A CLBC staff member who confirms eligibility, provides information, advice and practical support to eligible individuals and families, to assist them in developing and implementing individual support plans.

Generic Services - Services, supports, medical treatment or lifestyle choices that are available to the general public. Examples are public transportation systems, community recreation programs and hospitals.

Home Sharing - A living situation where an adult eligible for CLBC supports shares a home with a person contracted to provide support and assistance.

Informal Community Supports - Support provided by family, friends, neighbours and community members that can include friendship as well as practical, emotional, psychological and material support.

Glossary of Terms

Individualized Funding - Money allocated by CLBC to an individual or family member to enable them to pay for supports and/or services to meet their disability-related needs that have been identified in a support plan. The amount of funding is based on the person's identified disability-related needs.

Individual Support Plan - A plan that identifies how the person's disability-related needs will be met, and what their goals are for living in community. Adult individuals can develop the plan on their own, or with the assistance of a CLBC facilitator, personal network members, friends or other trusted advisors.

Live-In Support - A residential service where the person with a developmental disability owns his or her own home, but has a live-in caregiver paid either directly or through an agency. The caregiver may provide: self-care assistance, relationship building skills, life skills training, meals, access to community resources and other activities as defined in an individual support plan. In this arrangement, caregivers are expected to contribute to the cost of their housing directly or in kind.

Microboard - A small non-profit society created to address an individual's unique planning and support needs.

Person-Centred Planning - An approach to planning in which the process is controlled by the person and their family. The support plan is totally individual and creates a comprehensive portrait of the person and what they want to do with their life. It brings together all of the people who are important to the person including family, friends, neighbours, support workers and other professionals involved in their life.

Personalized Supports Initiative (PSI) - CLBC has introduced the PSI to provide services and supports to a new group of adults. Adults with both significant limitations in adaptive functioning and either a diagnosis of Fetal Alcohol Spectrum Disorder (FASD) or a diagnosis of a Pervasive Developmental Disorder (PDD) may be eligible to receive services through the PSI.

Safeguards - Mechanisms that are used to ensure people are kept safe and not put at increased risk because of their vulnerabilities. Safeguards include formal safeguards such as those provided by community care licensing, accreditation standards, legislation and service monitoring by CLBC analysts, and informal safeguards provided through community visibility, caring and supportive relationships, informal monitoring and visitation programs by community members and increased social consciousness of their vulnerabilities. Safeguards include formal safeguards such as those provided by community care licensing, accreditation standards, legislation and service monitoring by CLBC analysts, and informal safeguards provided through community visibility, caring and supportive relationships, informal monitoring and visitation programs by community members and increased social consciousness.

Service Provider - An individual, company or non-profit agency that provides services for individuals and/or families under contract with CLBC.

Social Media - Internet and mobile based tools for sharing and discussing information including blogs, wikis, social networking sites such as Facebook, LinkedIn, Twitter, Flickr, YouTube, podcasts and message boards. Social media includes text, pictures, video and audio.

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